

FARM POLICY Time to end the hand-wringing Page 23

Table with exchange rates for various countries including Australia, Canada, Denmark, France, Germany, Hong Kong, India, etc.

Sino-Soviet summit likely in Peking next year

The first Sino-Soviet summit for 30 years seems certain to take place between President Mikhail Gorbachev and Deng Xiaoping in Peking next April or May.

Algeria to lift curbs

Algerian President Chadli Bendjedid said a state of siege imposed on Algiers and its suburbs after rioting erupted in the capital would be lifted this morning.

War dead exchange

Iran and Iraq exchanged 16 bodies of their war dead for the first time since a UN-mediated ceasefire in the Gulf war took effect on August 20.

Kosovo meeting

Yugoslav Communist Party leaders held a crisis meeting in Pristina, capital of the troubled Kosovo province, which was expected to pave the way for a purge of the provincial party leadership.

Paisley ejected

Northern Ireland Protestant leader the Rev Ian Paisley was forcibly ejected from the European Parliament for shouting abuse at the Pope as the Pope left the assembly.

Peru workers strike

A wave of strikes hit Peru in the build-up to tomorrow's general election called by the Llam strong communist-led General Confederation of Workers of Peru.

Polish student call

Student rallies in cities across Poland called on the authorities to legalize the Independent Students' Union (NZS), suppressed under martial law in 1981.

Afghan rebel claim

Muslim rebels fighting the Afghan Government claimed to have captured the eastern town of Asadabad, capital of Kunar province bordering Pakistan, after a month-long siege.

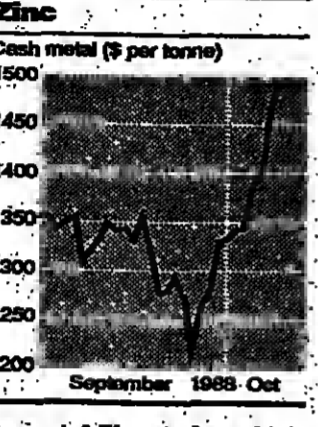
Eiffel Tower strike

Striking workers closed the Eiffel Tower for the fourth successive day, as personnel at France's most famous tourist attraction pushed for improved pay and conditions.

New Zealand, EC reach four-year butter deal

NEW Zealand and the European Commission reached agreement on a four-year deal covering access to EC markets for New Zealand butter and lamb. Concessions leaving New Zealand producers no worse off.

Zinc prices



Cash metal (\$ per tonne) 1500 1450 1400 1350 1300 1250 1200 September 1988 Oct

Demand, falling stocks and constructive charts. Three-month metal added \$1.50 to close at \$1,374 a tonne.

COHLBERG Kravis Roberts, leading US leveraged buy-out group, withdrew its offer to buy Kroger, the country's second largest supermarket chain.

DYNO Industries, diversified Norwegian industrial group, said it had agreed to purchase the 50 per cent stake owned by Du Pont of the US in Du Pont Westman, second largest Australian explosives company.

INTERNATIONAL Paper, world's biggest integrated paper-making company, almost doubled net earnings in the third quarter, returning profit growth over 50 per cent for a second year.

SAUDI businessman Sultan Olayan is to take a 30.5 per cent stake in CS First Boston, giant new global investment bank being formed by a merger of US First Boston Inc and Europe-based Credit Suisse.

DOV Jones, US business information and newspaper group which publishes the Wall Street Journal, suffered a 13 per cent decline in net third-quarter profits to \$22m.

ALFA-LAVAL, Swedish dairy equipment and process engineering group, reported 27 per cent increase in profits after financial items from \$1.85bn (\$6.4bn) to \$1.92bn for first eight months of 1988.

OLIVE production, mainstay of the West Bank agricultural economy, is likely to become the next victim of the continuing unrest in the Israeli-occupied territory.

LANVIN, France's last privately-owned fashion and perfume house, is seeking buyers, signalling an end to 98 years of independence.

Luxembourg-based bank indicted on drug money charge

By Richard Dornkin in London

THE LUXEMBOURG-BASED Bank of Credit and Commerce International is among defendants indicted by a Federal grand jury in the US after a two-year investigation into the alleged laundering of \$22m of profits from cocaine sales. Customs and Excise officers in Britain, France and the US believe it is the most important money laundering case in US history.

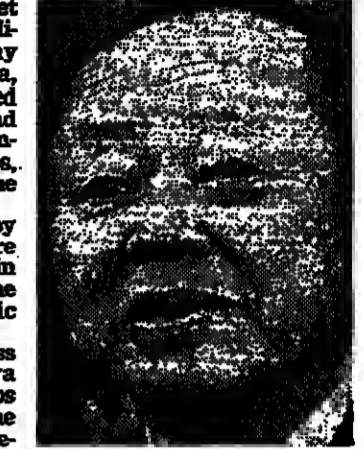
Cabinet in Prague quits as hardliners triumph

By Leslie Collett in East Berlin

THE ENTIRE 20-member Czechoslovak cabinet resigned yesterday, paving the way for a major reshuffle, as the ruling Communist Party reaffirmed its intention of charting a hardline course, sharply at variance with Moscow's reformist line.

Tokyo finance minister cited in insider row

By Stefan Wagstyl in Tokyo



Kikichi Miyazawa, denied buying shares. Minister, was among 76 people originally named as recipients of shares.

A JAPANESE stock market scandal involving leading politicians deepened yesterday when Finance Minister Kikichi Miyazawa was named in a list of people who had received shares on a preferential basis in Recruit Cosmos, the property company at the centre of the affair.

Dirty money in clean hands

By Robert Graham in London

THE SOUTH AMERICAN drug barons have a maxim when talking about laundering the profits from the multi-billion narcotics business: "Dirty money is best passed through clean hands." This is shorthand for saying that successful laundering operations must involve legitimate financial institutions.

been taken in the US both to curb narcotics demand and seize illegal profits.

Officials at the Drug Enforcement Agency (DEA) in Washington feel overwhelmed by having to combat the drug phenomenon on so many different fronts. Asset seizures last year totalled an impressive \$504m in the US.

First UK auction of Ecu bills sees heavy demand

By Stephen Fidler, Euromarkets Correspondent

THE FIRST auction by the Bank of England of Treasury bills denominated in Ecu - the basket of the European Community currencies - was heavily oversubscribed yesterday, as bids placed totalled more than 3 1/2 times the amount of bills on offer.

Michelin to buy aircraft tyre operations of BF Goodrich

By Paul Betts in Paris

MICHELIN, the leading French rubber group, is planning to buy the aircraft tyre business of BF Goodrich of the US in a major strategic expansion into the aerospace sector. The deal will turn Michelin into the world's second largest supplier of aircraft tyres after Goodyear of the US.

venture, while BF Goodrich will negotiate the wheel and brake aspects of the Far East acquisition. BF Goodrich is understood to have sought a major partner for its aerospace wheel and tyre business after selling its 50 per cent interest in its joint tyre venture with Uniroyal earlier this year.

MARKETS

Market summary table including Tokyo Nikkei, London 100, DOLLAR, INTEREST RATES, and STOCK MOVES.

Time starts to run out for the spent regime of Burma

As Burma stumbles towards a future finely balanced between optimism and disaster, General Ne Win (left) is still seen as the de facto ruler. His successors, however, are likely to face a mammoth task of rebuilding.

Frankfurt German lonely hearts put finance before sentiment

Management: The European challenge for medium-sized companies. Technology: A package that delivers factory know-how. Editorial comment: A nuclear insurance; Algeria's need for reform.

Advertisement for CNET ONE PROPERTY ORGANISATION... FIFTEEN PRIME LOCATIONS. Includes a large CNET logo and details about property development in New Towns across England.

EUROPEAN NEWS

Brussels to investigate drug price controls

By Peter Marsh THE European Commission is to investigate whether the pharmaceutical price-control schemes operated by countries in the European Community might have to be changed in the run-up to the planned dismantling of trade barriers in 1992.

The inquiry, which is due to last a year, could be highly contentious. It could involve disputes between national governments and Brussels over the degree to which different countries should favour locally based healthcare companies when setting drug prices.

At present countries in the EC operate a range of schemes to establish prices for pharmaceuticals, which in Europe are largely purchased through publicly-owned health authorities. Total pharmaceutical sales in the EC are running at about \$25bn a year.

Most of the price-control schemes explicitly favour companies which have a high level of research, development and production facilities in the country concerned. The systems normally work by permitting such suppliers to charge higher prices, or make larger profits, than those with only a small base in the relevant territory.

According to some drug-industry observers, these schemes may be contrary to the spirit of the planned unification of the European market. Under the plans for 1992, different countries would not be allowed unless in exceptional cases to offer incentives to companies with a high level of visibility in their territories.

Officials in Brussels realize that the inquiring into drug prices they are stepping into a complex area. Many national governments regard favouring local drug companies as a vital element in their strategies for supporting high-technology industry.

Some drug companies - especially those which do not have a strong presence in the EC - dislike the current arrangements and have made their views known to the Commission.

The year-long inquiry is intended to take fully into account views of national governments, industry representatives and consumer groups.

Unemployment rate among women worsens in EC

By Tim Dickson in Brussels

THE WORSENING rate of unemployment among European women was highlighted by new figures published in Brussels yesterday.

The latest bulletin from Eurostat, the European Commission's statistics office, shows that the number of women out of a job across the Community has increased from 13.1 per cent to 13.8 per cent of the female working population since the winter of 1986.

During the same period the unemployment rate among men has fallen steadily from 9.4 per cent to 8.2 per cent.

In addition, the survey points out, the jobless rate among women in all member states apart from the United Kingdom is much higher than that among men, the greatest differences being found in Spain (28.9 per cent for women, 14.7 per cent for men), Italy (21.3 per cent against 8.2 per cent) and Belgium (17.5 per cent against 6.5 per cent).

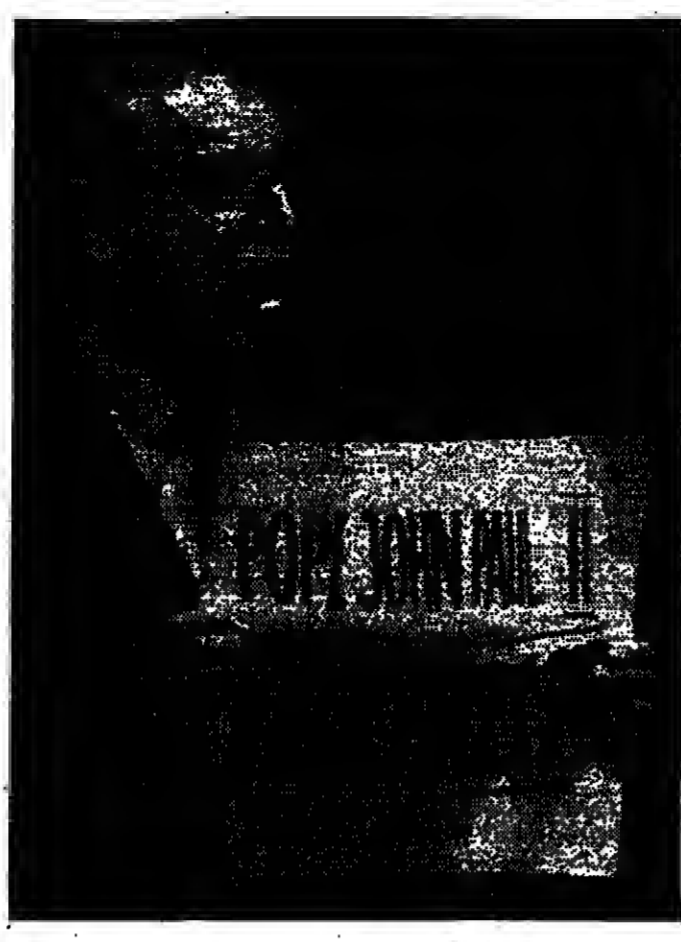
In Britain seasonally adjusted figures show that female unemployment in August was 7.8 per cent of the workforce, against 8.6 per cent for men.

A Commission spokesman yesterday explained that the results were due to "the larger number of women than men moving on to the labour market."

There are actually more women than men finding employment but because we are talking about the rate of increase the denominator for women is bigger than the denominator for men.

The Eurostat figures show that in August the overall number registered as unemployed was 15.6m, a 0.1 per cent increase compared to July.

After compensating for differences in national recording methods, Eurostat says the seasonally adjusted unemployment rate in the EC stood at 10.4 per cent.



Mr Paisley flourishes his inflammatory message

Pope's mild message stirs MEP emotions

By David Buchan in Strasbourg

THE MEDIUM is more important than the message when it comes to Popes addressing European Parliaments.

When a Pope - John-Paul the Second - came to the European Parliament yesterday for the first time, he delivered the politically unexceptional message that the integrated European Community of 1992 should be "open" to the eastern half of the continent and generous to the Third World.

The first few words of his address were interrupted, predictably, by Mr Ian Paisley, vocal Protestantism's gift to the European Parliament, who tried to shout St Peter's successor down as "Anti-Christ" and was swiftly ejected from the chamber.

Further echoes of religious war past were provided by Mr Paisley's subsequent explanation that he was repeating the words of the executed Thomas Cranmer, the first Archbishop of Canterbury, and the fact that chief among Mr Paisley's electors was Mr Otto von Hapsburg, the West German Euro-MP whose family played no small part in European history.

The Pope, himself a keen amateur boxer as a Polish teenager, remained untroubled, and restarted his speech to general applause.

Earlier in the day, some parliamentary officials were distinctly ruffled by the prospect that the pontiff would enter Strasbourg's Palace of Europe via a lobby temporarily housing an art exhibition of female statuary.

First, officials clad certain parts of the statues in makeshift white paper bikinis, and then - deciding the cover-up was insufficient - removed the offending statues completely. It was as though the Vatican had no such representational art.

And as if all this stir were not enough, many Euro-MPs afterwards tried to read controversy into the Papal address. In arguing that "a common political structure", far from endangering the identity of the peoples of the Community, would guarantee their rights more fairly, was not the pontiff coming down on the side of the federalists and against the line of Mrs Margaret Thatcher?

In calling for spiritual cohesion, to match Europe's economic co-operation, was he not perhaps endorsing the European Commission's plans to add a social dimension to the EC single market? Luckily, however, Papal addresses are not formally debated.

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German lonely hearts put finance before sentiment

Haig Simonian finds kitsch and materialism in the personal columns of the nation's newspapers

THE lady from Box No ZS2366 wants a man "who has fallen from Heaven, who'll steal horses with me, go for walks in the rain, dive into the Sea, who'll fire my love for fantasy and invention, my way of thinking, my spontaneity and sensitivity, my love for travel and my intellectual curiosity."

European Diary



W. Germany

A little prolix perhaps, but the lady concerned is just one of the thousands of West Germans who advertise each week in the bulging lonely hearts columns of the country's newspapers.

West Germany may have one of the world's highest standards of living and its citizens a material wealth which is the envy of many. But even a cursory glance through its papers shows that when it comes to affairs of the heart, money is not everything.

The lonely hearts columns can be a revelation to those who still see the Germans as brusque and coolly-efficient workhorses. What emerges instead is an extraordinary mixture of sentiment, kitsch and materialism.

The medium often dictates the message. Many metropolitan afternoon papers are crammed with adverts for company for the evening - or the night. The adverts are not always from professionals, say those in the know, but sometimes from female students or foreign women wanting to supplement their income. And while sex is usually the object, plain company may be all that is on offer.

on car number plates to indicate the cities of Cologne, Siegburg, Bonn or Koblenz. Those stingier still just use a city's postcode. The ex-test-pilot who wants to "take off a second time and float above the clouds with You" is content with "Raum 48" - not a flight path, but the abbreviated postcode for Dusseldorf and Cologne respectively.

Many advertisers in the Frankfurter Rundschau, the left-leaning quality daily based in Frankfurt, give clear indications of their financial status alongside their other attributes. Women often mention their financial independence, their apartments or even that they expect a generous inheritance.

By contrast, career prospects or achievements tend to predominate among the men. "Well-earning company directors", "wealthy manufacturers", suitors with "some capital" or, at the very least, gentlemen with a "nice car", abound. And it is astonishing how many male lonely hearts claim to be pilots.

"There's only one computer show designed to give you all the answers."

From 26 October to 2 November, the future powerful mid-range to personal systems. of computing will be on show at the Business Design Centre, Islington. IBM '88 will build on last year's successful seminars covering manufacturing, retail, distribution, health and finance. IBM has assembled the largest range of its hardware and compatible software ever seen in this country. On display will be everything from the powerful partnership with its dealers and agents, IBM is providing today's business solutions and addressing the future challenge of 1992. There are many computer shows but only one IBM '88. Don't just think about it, fill in the ticket application now. And be there. "I think, therefore IBM."

IBM '88 advertisement featuring a large graphic of a computer monitor displaying the IBM logo. Below the monitor is a coupon for requesting free tickets for the IBM '88 computer show. The coupon includes fields for Name, Title, Company, Address, Postcode, Telephone, and Type of business. It also includes a section for indicating the names of any colleagues you would like to invite.

Kissinger urges superpowers to act on E Europe

THE FORMER US Secretary of State, Dr Henry Kissinger, said yesterday that Washington should work out an agreement with the Soviet Union to avoid the danger of a superpower confrontation over Eastern Europe, Reuters reports from Washington.

The United States should give an assurance that it would not seek military ties with East European countries - several of whom are experiencing unrest - if the Soviet Union allowed them political freedoms, he said on television.

"The danger is if this thing is just permitted to evolve and suddenly blows up, and the Soviets have to act under the pressure of events, and we have to act under the pressure of events, there is no telling what might happen," he said.

"If they (the Soviet Union) agree to let the people of Eastern Europe determine their own fate then we can give assurances that none of this will be used for intelligence bases or military activity - that these countries will not become part of some military bloc that they might be concerned about."

Belgian bank cuts key rate

THE BELGIAN national bank yesterday cut its most important interest rate for the third time in less than a month, reflecting a general downturn in Belgian interest rates, AP reports from Brussels.

The Banque Nationale de Belgique said it cut the rate on three-month treasury certificates to 7.3 per cent from 7.35 per cent.

The downturn in Belgian rates began in late September. The relatively strong economy and international developments have made the decline possible, and this has boosted the securities markets.

The authorities have already conceded that the budget deficit will be overshoot significantly this year, as a result of both a lag in revenues and higher-than-planned expenditures.

The expected overshooting in turn gives the lie to government predictions of an improvement this year in the net public sector borrowing requirement (PSBR), which in 1987 reached 13.5 per cent of gross domestic product.

The figures suggest rather that the reduction in the PSBR as a percentage of GDP which the Greek Government had succeeded in bringing about in 1986 and 1987 by dint of a painful economic stabilisation programme, will be reversed this year.

Greek consumer price rises put inflation target in jeopardy

By Andriana Ierodiconou in Athens

CONSUMER PRICE inflation in Greece surged by 3 per cent last month, compared to a 2.2 per cent increase in the same month in 1987. The September figure has raised doubts whether the authorities will be able to achieve their goal of reducing the December-December rate of inflation from approximately 16 per cent last year to 12 per cent this year.

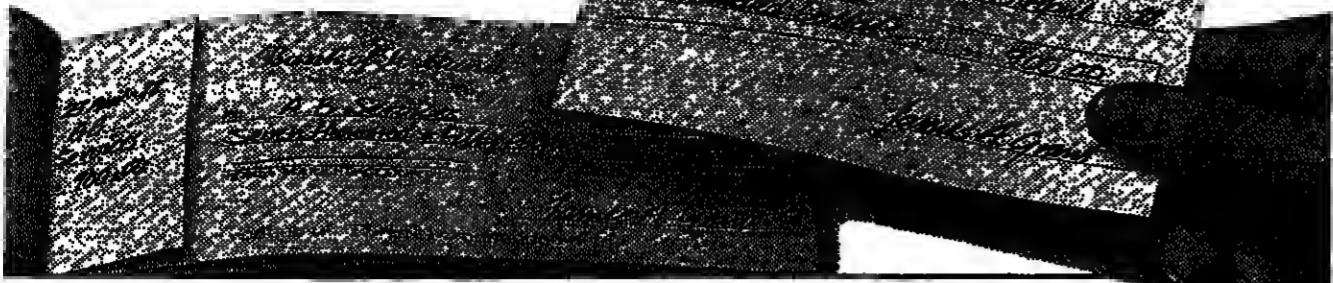
September is the third consecutive month this year to register a greater increase in the retail price index than the same month of 1987.

The ministry put a brave face on the developments, stressing that the nine-month figures were "the most favourable in a decade".

In an indirect acknowledgment, however, that hopes of reducing inflation substantially in 1988 have received a blow, the announcement added that "inflation has become a structural problem in Greece, which requires time to combat."

As it was, the Dr267bn (23.7bn) deficit originally set by the 1988 budget represented a record. This figure has now been revised up to Dr1.1 trillion (million million).

OFFSHORE IN JERSEY



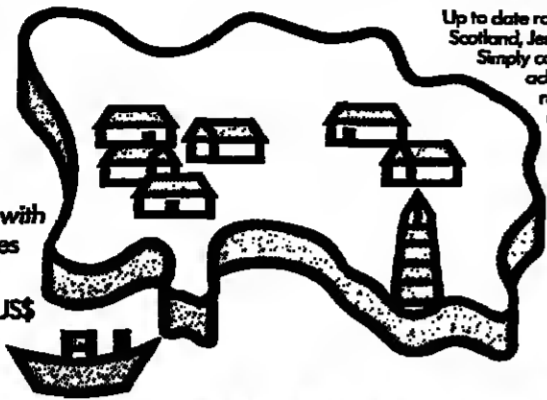
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10.60% 11.13%

*Applied Rate Sterling *Compound Annual Rate (CAR) Sterling

Interest Paid Gross—Applied Rate—Compound Annual Rate (CAR). Interest rates may vary—rates quoted correct at time of going to press, subject to minimum balance being retained.

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A FRIEND FOR LIFE

OVERSEAS NEWS

Priming the ski slopes in Pakistan

Christina Lamb looks at the 26-year build-up towards rapid descent

THERE can be few places in the world where lovers of the downhill ski slope can take a rickshaw to the piste, or, for that matter, go by donkey.

Not that many skiers—sticks, boots and all—would want to reach the slopes that way. Pakistan's first ski resort, which should be up and running by the end of this year, will have more traditional forms of ski transport too.

It is thanks to an Austrian ambassador, desperately missing the slopes of home, that the ski resort in the far north of the country, has come into being, albeit after 26 years and innumerable problems since the idea was first mooted.

In 1962, travelling around Pakistan's Swat Valley by foot and horseback, the ski crazy diplomat came across a place he declared the equal of any skiing location in his home country, and offered Austrian assistance to turn the place into a winter wonderland.

At first sight, the ambassador's assessment was not far wrong.

The newly-constructed hotel may look a little austere and the resort a little inaccessible (six hours drive from Islamabad or a short flight and helicopter jaunt), but the setting is perfect.

It is at an elevation of 3,000 metres and under 4 metres of snow in winter.

Locals say that Malam Jabba, nesting in a cordon of pine-clad mountains, welcomes visitors with garlands of cloud.

The ambassador had not, however, reckoned with Pakistani bureaucracy, nor with all the practical difficulties that lay ahead. Austria agreed to provide technical assistance, free skiing equipment, and a large loan for importing chairlift machinery and hotel installations from Austria.

It sounds simple. But, as many investors in Pakistan have found, the problems are—and were—manifold.

Large bureaucratic machinery, among other things, means vast quantities of paperwork have to be worked through; in addition to the difficulties getting goods through Pakistani customs.

The country's lack of infrastructure meant everything had to be constructed from

scratch, including a road to the site.

The Government has introduced tax free incentives in many undeveloped areas to encourage investment but this is often small compensation for the immense costs in time and money of arranging facilities such as water, roads and power.

When the suggestion to introduce ski-ing to Pakistan arose, tourism came under the ministry of aviation.

The ministry approved a scheme in 1965 at an estimated cost of 9.5m rupees with a foreign exchange component of Rs3.5m. War broke out with India shortly afterwards, and the funding was held up.

In 1962, a ski-crazy diplomat travelling Pakistan's Swat Valley by foot and horseback, came across a place he declared the equal of any skiing location in his home country of Austria. His vision of a winter wonderland eventually came true.

The years until 1974 were spent building a road and arranging water and power supplies. By this time the cost of the project had jumped five-fold.

It was 1976 before Austria formalised the loan agreement for Sch30m (\$4.7m) with the delay caused by Indian allegations that Pakistan wanted the resort to train their army to fight in mountainous terrain such as the disputed area of Kashmir.

After the coup in Pakistan in 1977, tourism shifted from one ministry to another, visiting commerce and even minority affairs before ending up with sports and culture.

In 1980, a company called Malam Jabba Resort was set up in Karachi (more than 1,000 miles away from the proposed resort) by Pakistan Services Ltd (PSL), then a subsidiary of the Government-owned Pakistan International Airlines, and now owned by the Intercontinental group.

Work finally began on an 80-room hotel, with swimming pool, sauna, skating rink and chalet.

After two years, PSL realised that the project would require almost twice the Rs44.65m sanctioned, and decided to reduce the scope of the project drastically, constructing only a chalet and a single storey restaurant.

However, a five-floor structure was already in place. The contractor, who had quoted rates on the basis of 80 rooms, quit, to be joined two years later by the architect.

The ministry of tourism, fearing that the project was getting out of hand, took on the project itself, and the ministry's joint secretary became managing director.

By this time the Austrians were becoming impatient. Ten years had gone by without a penny of their loan being used.

When Mr Shakil Ahmed took over as joint secretary at the tourism ministry in 1986 his reaction on seeing the site was

complete horror. "After 24 years there was nothing but an empty shell."

Most of 1986 was spent demolishing previous work. The idea of a basement swimming pool was abandoned, and it was decided a three storey hotel would be created.

Mr Ahmed has spent much of the past two years suffering from what he calls "Malam Jabba syndrome".

The chairlift equipment arrived from Austria and duly got lost at Karachi customs. When it was released, transport proved a nightmare. Mr Ahmed believes that "even Nasa did not face such problems launching its first space station."

The 15-tonne, 28-foot drive station, encased in glass, was

Under Islamisation, Pakistan is starved of Western-style entertainment facilities; both drinking and dancing are banned.

Nevertheless, Mr Ahmed believes the resort will attract many young people as well as foreign diplomats from the capital.

Skiers are unlikely to run into any crowds on the piste, nor are the slopes likely to be overrun by visiting heads of state, but at Rs20 per day (just over a dollar) for the hire of equipment and lift (free for hotel guests) there should be few complaints.



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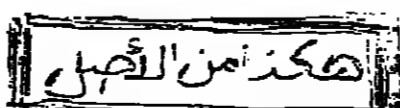
When you buy Gold Maple Leaf coins, you can be sure that you can easily and discretely obtain cash for them wherever

gold is traded. Be sure to weigh the advantages of The Gold Maple Leaf—all of which add up to make it, with over 11 million ounces sold, the best-selling investment coin in the world today. And, just maybe worth even more to you than its weight in gold.



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AMERICAN NEWS

US nuclear arms plants closed amid safety fear

By James Buchan in New York

THE giant industry that produces US nuclear weapons has been plunged into crisis with the closing of two big production sites amid startling revelations of lax safety precautions, bad management and inefficient equipment.

Survey shows sharp drop in US business confidence

By Anthony Harris in Washington

RISING worries about inflation and interest rates have caused a sharp drop in confidence in the US economic outlook, according to new surveys of consumers and industrial managers.

Dukakis hits back on crime record

By Stewart Fleming, US Editor, in Washington

GOVERNOR Michael Dukakis, forced on the defensive by Vice-President George Bush over his record on fighting crime, yesterday accused his Republican rival of exploiting human tragedy.

Mr Dukakis's angry response shows he is following advice to hit back hard when under attack. Again, however, his response has been slow in coming.

Pinochet's backers fall out

By Barbara Durr in Santiago

GENERAL Augusto Pinochet's never-quiet coalition of civilian supporters is showing signs of greater division.

At the same time, the leading conservative party, National Renovacion, is in open disagreement with Gen Pinochet on whether the 1980 constitution should be amended.

US business left out in the cold

Janet Bush on the cursory attention paid to corporate America

THE rapid pace of change in the structure of corporate America and the explosive takeover boom has touched the lives of thousands of American workers.

The 1983 Glass-Steagall Act separating investment and commercial banking, he believes banks should be given additional powers over the course of a few years and that stock firewalls should be set up between a holding company and its security subsidiary.



US CAMPAIGN '88 THE ISSUES: BUSINESS

US financial institutions face formidable challenges from large, highly-integrated competitors from overseas.

It claims that nearly 1,000 jobs had been lost since the so-called "unofficial" takeover began in 1984.

THE RECORD BOOK OF GUINNESS... and Lonrho and Barclays and Dixons and 396 other companies. The McCarthy Information Top 400 UK Companies - on your desk, by your phone, at your fingertips - your record book of Hanson and Amstrad and BP and GEC and Jaguar...

Peru faces one-day general strike

By Veronica Baruffati in Lima

A WAVE of strikes has hit Peru this week in preparation for tomorrow's 24-hour general strike called by the General Confederation of Peruvian Workers (CGTP).

Mexico's rulers claim local election victory

By Richard Johns in Mexico City

THE RULING Institutional Revolutionary Party (PRI) of Mexico has duly won its expected sweeping victory in last week's municipal elections in the state of Veracruz.

Spain puts up \$500m aid for Latin America

By Nancy Dunne in Washington

SPAIN yesterday signed a protocol of understanding which agreed to establish a \$500 million Inter-American Development Bank (IADB) and agreed to help mobilise another \$500m to finance a broad range of development projects in Latin America.

Guerrillas blow up Colombian oil pipeline

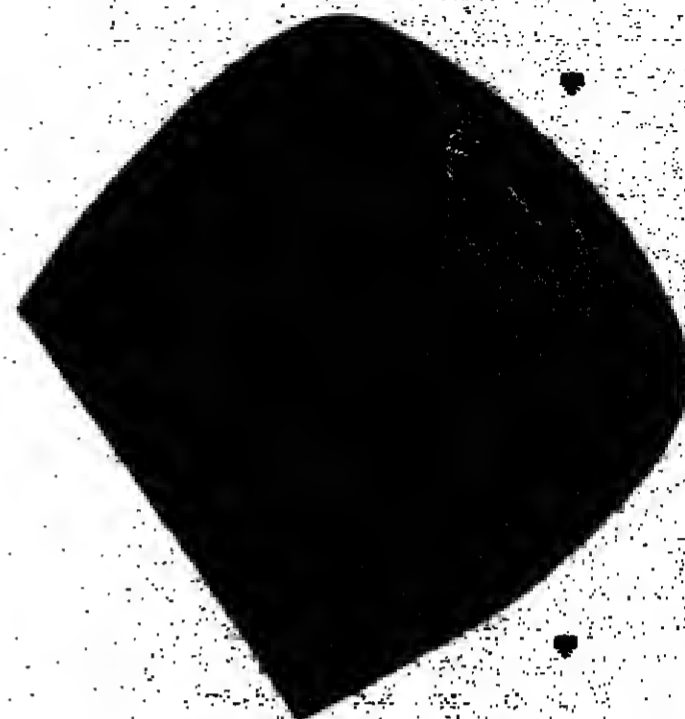
By Nancy Dunne in Washington

LEFT-WING guerrillas blew up a vital oil pipeline for the 50th time this year, causing a 2,000-barrel spill, Reuters reports from Bogota.

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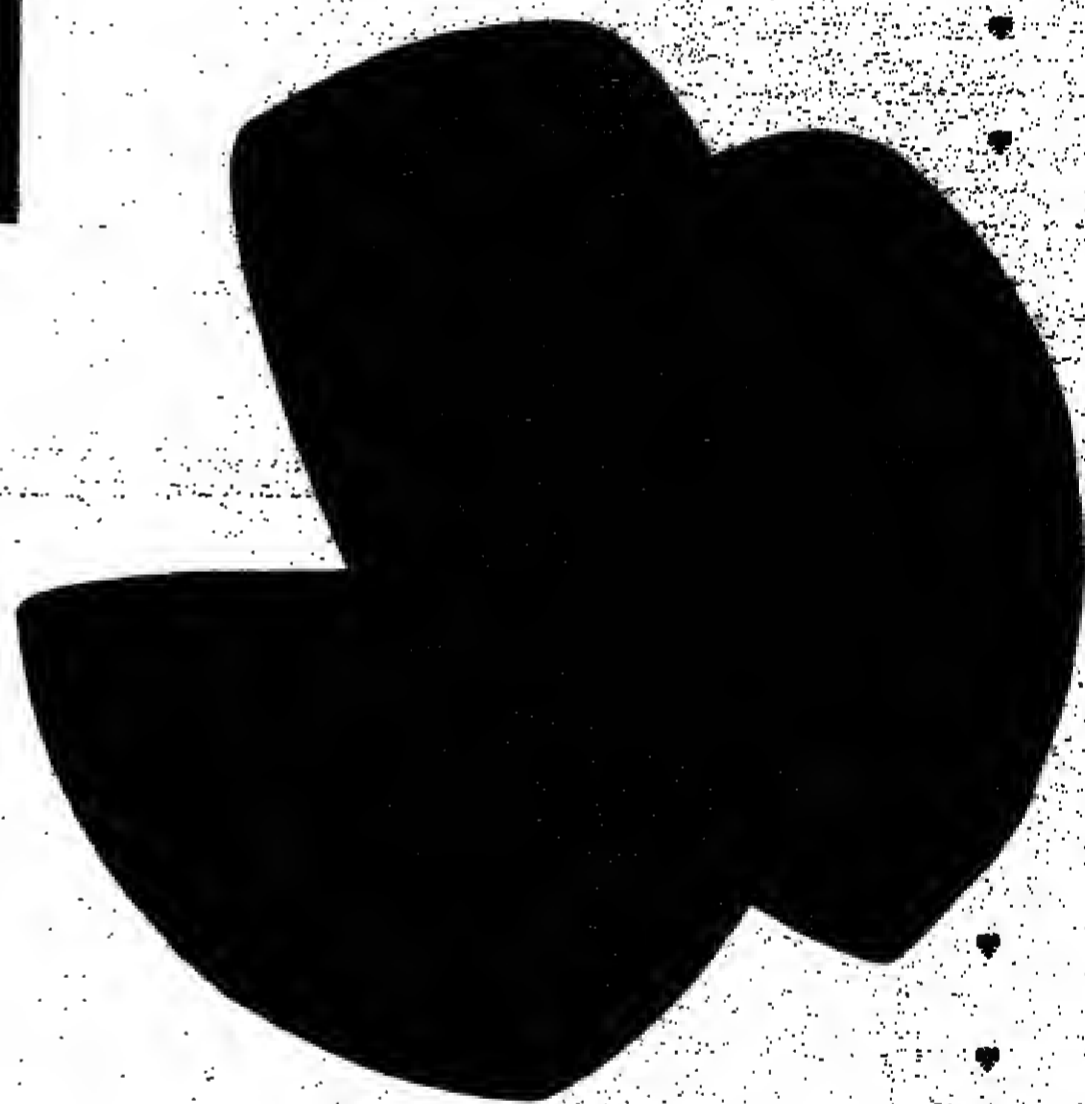
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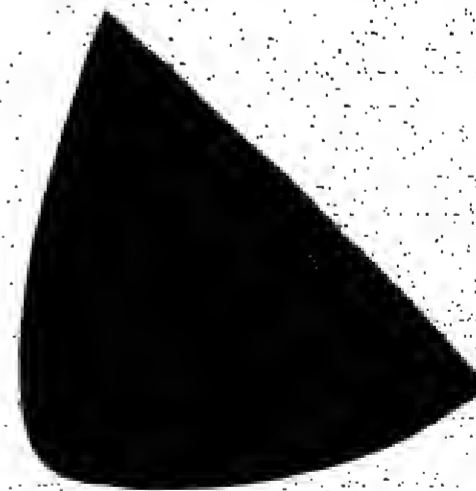
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UK NEWS

THE CONSERVATIVE PARTY AT BRIGHTON

Minister signals transport reforms

By Peter Riddell, Political Editor

TOLL ROADS and privately run rail links may be introduced in Britain as part of a wide-ranging extension of private sector involvement in previously publicly owned transport operations.

Several new private sector transport initiatives were announced yesterday by Mr Paul Channon, the Transport Secretary, on the opening day of the Conservative Party Conference in Brighton. He and other ministerial speakers sought to show that the Government was carrying forward a programme of radical change well into the 1990s.

In the unexpected highlight of the low-key day, Mr Channon said he wanted to see private sector involvement in both rail links and in roads. He confirmed that he was examining the whole of British Rail's future to see whether privatisation was the way ahead.

"Although we cannot do it in this parliament, I have set work in hand to study the options because before we make any decision about whether to privatise, we need to be clear about how best to do it."

He was "determined to keep the Department of Transport in

the forefront of the Conservative Party's drive to remove the dead hand of the state."

In detail, he announced that British Rail would shortly be issuing an invitation to private companies to build, or even own, the new high-speed rail link from the Channel Tunnel to London.

He said that the project could now come forward more rapidly than it might otherwise and there was even the chance of scope from private sector rail services to compete with British Rail, affecting commuter services in Kent.

Discussing the role of the private sector in roads, Mr Channon emphasised existing involvement, generally in association with commercial development. But he wanted to go further in creating a private as well as a public sector in roads.

He asked why politicians should be the only people to decide the kind of roads that were needed.

"I've already had talks with the construction industry and the banks and I shall soon be publishing my ideas of the opportunities and how to go about grasping them," he added.

Later he told reporters that

he could not rule out tolls being charged which might well be inevitable as a way of paying for such projects, as has already occurred with road bridges and tunnels.

Mr Channon's announcement was last night welcomed by the Confederation of British Industry but was strongly attacked by the Royal Automobile Club for motorists.

His remarks reflect his desire to raise not only his department's political profile but his own. Fellow MPs argued that the adoption of a radical transport programme might attract the support of Mrs Margaret Thatcher, Prime Minister, and ensure his survival in a future reshuffle.

Otherwise, the common theme on the first day of the conference was that with the opposition parties in disarray only the Conservatives had the competence and capacity to govern. Mr Peter Brooke, the Conservative party chairman, claimed in his key note address that some two-thirds of the pledges in the June 1987 party manifesto had already been fulfilled in the first year of this parliament.

The same point was taken up by Mr Michael Heseltine,

the former cabinet minister, at a fringe meeting. In a speech urging a closer public and private sector co-operation on the environment and in the cities, he said that the past few weeks had confirmed that the Conservatives "will be re-elected at the next general election. The ideas, the policies, the programmes that will take Britain to the next century will be ours."

Minister after minister yesterday sought to ridicule Labour after its conference last week, particularly over the criticisms of the party leadership by Mr Ron Todd of the transport workers. His name was mentioned at least 16 times by ministers, including 10 times by Mr Brooke alone. Indeed Mr Todd has now replaced Mr Arthur Scargill of the miners in the Tories' lists of demons to frighten voters.

Behind the scenes talks continued yesterday between Mr John Major, the chief secretary to the Treasury and other ministers over next year's spending plans. The signs last night were that the excess bids were being whittled down but that there were some troublesome departments.

Party faithful brave a ring of steel to reach Grand island

By Charles Hodgson

SIR IAN McLeod, the Conservative conference chairman, ensured himself a personal exclusion zone from all those of superstitious disposition when he announced at the eye-of-conference press briefing that Brighton was "the safest place in England."

Sir Ian may well be right - the Brighton to which the Conservatives return for the first time since the IRA bombing four years ago certainly looks like the safest place in England. But, as Mr Roger Birch, the Sussex police chief masterminding the £1.4m security operation is fond of pointing out, there is no such thing as total security.

Barricaded behind that caveat, Mr Birch has set out to get as close to disproving the maxim as possible. About 1,500 police officers have been drafted onto the streets, backed by Special Branch and army bomb disposal teams.

Armed police keep binocular and video watch from rooftops. Cars are subjected to random checks. Overhead, a three-and-a-half-mile air exclusion zone has been declared, patrolled by a helicopter. Bobbing offshore, the minesweeper Nurtou guards sea access, backed by units from the Special Boat Squadron.

At the centre of the operation, codenamed Radcot, lies

the aptly-nicknamed "Island site" comprising the renovated Grand Hotel, where Mrs Margaret Thatcher and her Cabinet are again staying, and the conference centre.

The island is ringed with steel crowd barriers and about 100 two-ton concrete blocks, designed to deter a Beirut-style car bomb attack.

Anyone seeking entry to the island must go through repeated visual, manual and electronic checks. Computer-coded photo passes are scrutinised by about six pairs of eyes before metal detectors and X-ray machines survey baggage.

Once through this, there is an embarrassingly thorough body search (gender-matched) followed by a check of palms and pockets with an explosives sniffer.

People foolish enough to leave the island, subjecting themselves to a repeat performance, are urged by police to remove their passes.

The security is being enforced in a firm but friendly manner. At access points to the conference centre, guards ask if you object to a close body search. When questioned about the reaction to anyone answering "Yes", one guard replied with a wry smile: "We take you into the little room and do it properly."

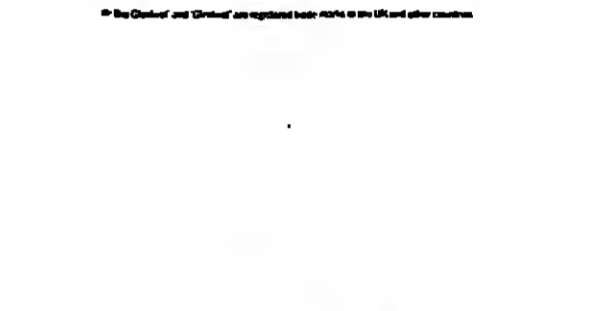
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Ian Smith tugs at Tories' sentimental heartstrings

THERE CAN be few venues these days where Mr Ian Smith, the former Prime Minister of Rhodesia, can be assured of a rapturous reception just for turning up. There can be even fewer where one of the last standard-bearers of white minority rule in southern Africa can emerge as a comparative moderate when compared with his audience, Charles Hodgson writes.

One such venue was a fringe meeting yesterday at the Conservative party conference in Brighton organised by Freedom In Sport International, headed by Lord Chalfont, and the Tory backbench sports committee.

Mr Smith and his audience were officially there to press the case for a resumption of sporting links with South Africa, but the underlying message was set by Mr John Carlisle, one of the most vocal sympathisers with the Pretoria government in the House of Commons, who said the organisation contained many who were "unashamedly pro-South African" as well.

Many in the audience appeared to have turned up simply to pay homage to Mr Smith who, Mr Carlisle said, had been "sold down the river" by the British Government and who should by rights still be leading his country "under the old name of Rhodesia".

In a speech frequently interrupted by applause and cries of agreement, Mr Smith spelt out his belief that politicians were manipulating the world's sportsmen and women for their own malevolent ends.

He dismissed the Commonwealth nations' Gleneagles agreement banning sporting links with South Africa, as violating the human rights of sportsmen and urged them to



Ian Smith yesterday. A meeting at the fringe

challenge it in the courts.

In a pastel painted ballroom, where Paganini once played, Mr Smith tugged at the heart strings over the plight of Zola Budd, whose treatment had prompted from him a traditional Tory response - a letter to the newspapers - and resulted in his invitation to Brighton.

Arguing that those countries which condemned South Africa should face examination of their own human rights records, Mr Smith declared: "Racial discrimination is wrong. But it fades into insignificance alongside the violence of human rights all over the world."

In a league table of offenders, South Africa would figure only halfway up, he said. He called on the "silent majority" who, he believed, oppose the ban on sporting links with South Africa, to unite and counter the propaganda of the anti-apartheid movement.

There was no apartheid on

the playing fields of South Africa, he said, thanks partly to those sportsmen who had defied their governments' edicts and visited the country.

Mr Smith then turned to his "deep concern" over the mounting campaign for sanctions against Pretoria.

He said he was appalled by the ignorance of the pro-sanctions lobby and described the potentially "devastating" impact on Zimbabwe and other front-line states, not to mention the 2m migrant workers and the poor in South Africa.

Broadening his attack, he likened the pro-sanctions lobby to starry-eyed do-gooders whose aid policies were responsible for a disaster of flood and famine in sub-Saharan Africa.

Mr Smith then returned to his text for the day, taken from the United Nations Charter: "Thou shalt not interfere in the internal affairs of another country" and accused the sanctions supporters of driving South Africa to the right.

EC 'turns corner' on reform of farm policy

By John Mason

THE EUROPEAN Community has turned the corner on reforming the Common Agricultural Policy (CAP) and reducing food mountains, Mr John MacGregor, the Agriculture Minister, said.

In a debate on agriculture, he said agreements reached at February's European summit on spending ceilings, budget discipline and stabilisers were now working.

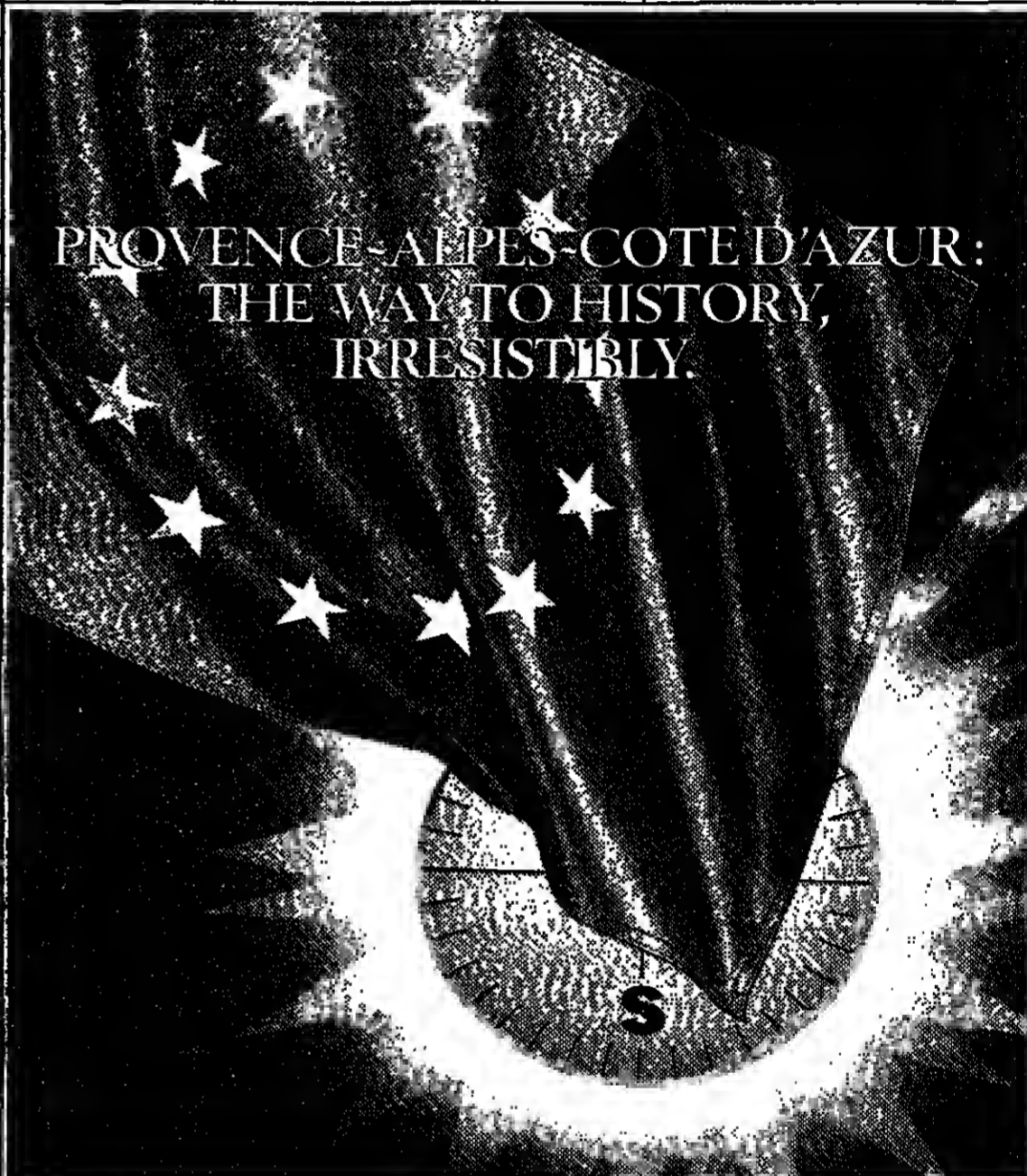
The UK butter mountain was down 74 per cent over two years, cereal stocks down 66 per cent and the skimmed milk powder mountain had almost vanished.

"We are successfully tackling the problem. The situation has changed. The surpluses are being brought under control," he said. The cost of CAP to the UK taxpayer would be cut by about £1bn over the next four years, he said.

But Mr MacGregor said more work was needed to reduce subsidies, particularly on produce from Mediterranean countries. "The disciplines of the marketplace need to be brought into greater play," he said.

The Minister said Britain was preparing for the single market by working towards the elimination of import subsidies (monetary compensatory amounts) and devaluations of the green pound.

"Our farmers must not be put at a competitive disadvantage with those in other Community countries and in every single way possible I seek to achieve that aim."



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The Future is southward bound

Modest intervention by Bank holds sterling in check

By Ralph Atkins, Economics Staff

THE BANK of England intervened on foreign exchange markets yesterday to curb a rise in sterling as the Treasury sought to play down weekend comments on interest rates by Mr Nigel Lawson, the Chancellor of the Exchequer.

The Bank's activity succeeded in knocking the pound off the day's highs.

In busy London trading it was a cent higher against the dollar at one point, but ended just under half a cent up on the previous close. Against the D-Mark the pound ended a quarter of a penny higher at DM3.18.

Analysts described the intervention as modest. It appeared

designed to smooth, rather than reverse, the pound's rise.

Sterling's rise was underpinned by remarks by Mr Lawson in a television interview on Sunday about the likely response to a run on sterling.

His comments encouraged speculation that the monetary authorities would act swiftly to check any significant weakening in the pound and that the currency would continue to be supported by high interest rates.

The Treasury, which appeared uneasy with the market's response to Mr Lawson's interview, said his remarks were in line with previous comments.

Sterling has remained robust in spite of two months' figures showing record UK current account deficits.

Yesterday it also benefited from dollar weakness ahead of US trade figures released on Thursday.

In the UK equity market, the pound's strength encouraged some selling. The FT-SE 100 share index closed down 5.8 points at 1888.3.

In London, the pound ended at DM3.18 compared with DM3.175 at the previous close and at \$1.710 against \$1.725. The Bank of England's sterling trade weighted index was 0.1 higher at 75.4.

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UK NEWS

Buyouts hit record high in 1987

By Joel Kibezo

MANAGEMENT buyouts in the UK reached records in terms of both value and numbers in 1987 despite the October stock market crash, said a report published yesterday.

The report, published by the Centre for Management Buy-Out Research at Nottingham University, shows there were 325 management buyouts in 1987, 17 more than in 1986. The value of these transactions was £3,188m, compared with £1,977m, the previous year.

Dr Mike Wright, co-author of the report said: "The October crash clearly dented confidence. However, the fall in stock market prices brought to prospective buyout teams the benefit of no longer being outbid by the market, and this has resulted in a noticeable strengthening of activity."

The report shows that despite a fall in the number of buyouts in the first half of 1988 - 150 deals completed against 160 in the same period last year - the value of the deals concluded so far this year is 80 per cent higher than in the first six months of 1987.

The writers expect the final figure for 1988 to exceed the £3.2bn mark achieved in 1987.

The report says in 1987 and 1988, larger buyouts have come to dominate the market. Eighty per cent of the value of buyouts in 1987 carried a price tag of £25m or more. This is double the percentage recorded the previous year.

The larger buyouts were likely to be from foreign parent companies, companies going private, and from the government - 11 per cent of buyouts in 1987 were from state enterprises. It has also become more common for vendors of larger buyouts to retain equity stakes.

year, when the number of buyouts being floated reached 24, two more than in the corresponding period of 1987.

The report also says management buy-ins are on the increase. A total of 45 buy-ins have been completed so far this year.

The report notes the increasing interest in UK buyouts by British banks and US entrants to the market, which has resulted in a higher level of funds being made available and growing interest in more highly-leveraged transactions.

UK Management Buy-Outs 1988. Centre for Management Buy-out Research. Spicer & Oppenheim, Friary Court, 65 Crutched Friars, London EC3N 2NP. £50.

Politicians invited to review of Anglo-Irish Agreement

By Our Belfast Correspondent

MR TOM KING, Northern Ireland Secretary, yesterday formally invited Ulster politicians to participate in next month's review of the Anglo-Irish Agreement.

Mr King said he hoped that those who in the past had complained about lack of consultation would play an active role in the review process.

Mr King added: "I would be very concerned if there was any such lack of consultation at this review time."

The review will cover the mechanics of the agree-

ment - which gives Dublin a say in the affairs of the North - and assess the workings of the Belfast Secretariat which provides an administrative service for the inter-governmental Conference.

The British and Irish Governments are committed to participating in the review and Mr King said that he would examine the views of all interested groups and individuals.

Unionists have consistently demanded the suspension of the agreement and the secretariat before getting involved in talks on political progress.

The Rev Martin Smyth, South Belfast Ulster Unionist MP, said Mr King's invitation would have to be carefully studied although he said he had some initial misgivings.

Mr Smyth said it appeared that Mr King was narrowing down the terms of the review and appeared to rule out the total replacement of the agreement.

He said that in the past Unionists had put forward their views but there was little evidence of the Government taking heed of them.

Travel agents urged to boycott P&O

By Jimmy Burns

THE TRADES Union Congress, the union federation, is urging Britain's 7,500 travel agents and tour operators to support the National Union of Seamen's dispute with P&O European Ferries by boycotting all bookings with the company.

In a letter published today, Mr Norman Willis, TUC general secretary, emphasises the importance of maintaining safety standards on the busy cross-channel routes and challenges P&O's insistence that its ships are safe.

Mr Willis states: "P&O insists that its Dover ships are safe. The NUS thinks otherwise... I ask you to consider the kind of working conditions which P&O is imposing and decide for yourself whether they are reasonable and generate confidence."

TUC officials claimed there were "technical difficulties" in drawing up a list of all the travel agents and tour operators which delayed the move, which the NUS called for several weeks ago during the summer holidays.

Interim figures released by P&O last month showed that the six-month seamen's strike which began in February this year over cross-Channel ferry manning arrangements, cost the company £25m.

Firm water regulation pledged

By John Hunt, Environment Correspondent

THE WATER industry will be firmly regulated once it is privatised, Mr Michael Howard, Minister of State for the Environment, promised yesterday.

Speaking at the opening of the National Water Conference in London, he said: "We must be clear that replacing state control by private ownership does not mean abandoning regulation."

It was vital to the national interest that the 16 water authorities should be subject to proper regulation of service levels and pricing when they were sold next year.

Mr Gordon Jones, chairman of the Water Authorities Association, said that concern over water charges must be balanced by the need for the industry to make a fair return on assets in order to attract

shareholders.

"I well understand the fears that many people have about abuse of a monopoly situation by a private company," he said. "I equally understand the Government's determination to ensure that this does not take place."

Sufficient regard had to be given, however, to the environment and the long-term interests of prospective investors.

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UK NEWS

Ombudsman may decide Clowes compensation

By Peter Riddell, Political Editor

THE OMBUDSMAN is likely to be called in to decide whether compensation should be paid to investors who have lost money as a result of the collapse of the Barlow Clowes investment group.

Sir Anthony Barrowclough, formally known as the Parliamentary Commissioner for Administration, has the responsibility for investigating cases of maladministration in central government and of recommending whether, and how much, recompense should be paid if mistakes are found. His inquiries are triggered by complaints from MPs which are likely in the Barlow Clowes case.

There is a precedent for the Ombudsman to investigate the Barlow Clowes affair in a report published in July 1988. This led to compensation being paid to an investor after an inquiry into the handling by the Department of Trade and Industry of the licensing of a deposit taker.

The involvement of the Ombudsman is now increasingly likely because the investigation by Sir Godfrey Le

Queuse into the Government's handling of the collapse of Barlow Clowes will cover only the facts and will not make any recommendations.

Lord Young, the Trade and Industry Secretary, confirmed yesterday that Sir Godfrey's report would be published on Thursday October 20, the day after the House of Commons returns from its summer recess.

He was speaking to reporters after the Trade and Industry debate at the Conservative Party Conference in Brighton when the subject was not raised despite intensive lobbying of those attending by the Barlow Clowes Investors Group. Its leaflet argued that nine years of Conservative achievement were at stake and that Sir Godfrey's report was largely irrelevant to the real questions behind the collapse.

Speaking yesterday Lord Young said that Sir Godfrey's report would be one of the most open and frank ever conducted into the affairs of government.

There has been no decision yet on whether to offer com-

penation either to investors in the UK fund or in the Gibraltar-based fund. Ministers say that no proposals have been put up.

Consequently, the involvement of the Ombudsman would represent a convenient method of deciding whether compensation should be offered without establishing any general precedents or legal liability of the Government.

The Treasury is believed to be reluctant to agree to compensation because of the possible precedent, although Mrs Margaret Thatcher, the Prime Minister, is said to be more sympathetic to the plight of the investors and determined to establish what happened.

The expectation is that Sir Godfrey's report will not identify any individual civil servants for blame but will spotlight mistakes made at various stages in the history of Barlow Clowes.

Sir Godfrey's report was received by Lord Young a month ago. On its publication he is likely to make a full statement in the House of Lords, with a parallel one in the Commons.

Relatives of rail fire victims may prosecute privately

By Kevin Brown, Transport Correspondent

A LONDON inquest jury yesterday returned verdicts of accidental death on all 31 victims of the King's Cross Underground station fire in November last year.

The verdicts brought protests from relatives of the dead, one of whom said the inquest had been "a total farce". A private prosecution may now be considered against London Regional Transport, which operates the Underground.

The jury had been directed by Dr Douglas Chambers, the St Pancras Coroner, that verdicts of unlawful killing should be avoided.

The coroner's ruling followed a submission by Mr Matthew Scott, counsel for the bereaved, that there was "partial and incomplete evidence" of gross negligence.

Mr Scott said: "If members of the jury believe there is a suspicion of gross negligence by one or more people, it should be open to the jury to return a verdict of unlawful killing. If they are satisfied that they haven't heard enough evidence to return a verdict of unlawful killing, it should be open to them to record an open verdict."

However, Dr Chambers directed the jury that there was "no place for a verdict of unlawful killing - it is not that sort of court."

He said an open verdict should be avoided if possible, but a verdict of accidental death could be returned "with no hesitation whatsoever."

Dr Chambers said he was "fortified in this by the decision of the Crown Prosecution Service, who are well aware of the facts in relation to these deaths."

Mr Ian Walker, the solicitor acting for the bereaved, said the relatives were "very much less than happy." Some were considering whether to bring a private prosecution against LRT.

"They came here to find out what happened to their loved ones and they find that many questions remain to be answered. They came here to find out the facts and that is not what has happened," he said.

Mrs Mary Groombridge, whose widowed mother died in the blaze, said: "I am very, very angry, as we all are. We came here expecting to find out what happened to our relatives and they seem to have been a side issue."

Mrs Groombridge said the inquest had been "a total farce. We came here expecting one thing and it has been something totally different."

Miss Sophie Tarassenko, whose rock-musician brother Ivan died in the blaze, said: "I was pretty angry before, but I am feeling very, very angry now. This is a complete travesty of the truth."

"We came here to find out how our relatives died and what happened to them and they were only ever really mentioned as a broad list. The rest of the time was spent patting people on the back and saying what a good job they did. London Regional Transport has been let off very lightly indeed."

"They are quite well aware that we can't really afford a private prosecution but we are going to look into every possible means of seeing that the truth does come out and that there is justice."

Top car audio group plans new plant following Peugeot deal

By Kevin Done, Motor Industry Correspondent

CLARION of Japan, world's largest volume manufacturer of car audio equipment, plans to build a plant in Swindon - the seventh components group to set up a new UK factory to cater for a rise in production at Peugeot Talbot, UK subsidiary of Peugeot of France.

More than 1,500 new jobs have been created in the UK automotive components industry due to the doubling of car production at the Peugeot Talbot assembly plant at Ryton, in the Midlands, earlier this year.

Mr Tadashi Kitajima, managing director of Clarion Shoji (UK), a wholly-owned Clarion subsidiary, said that the company decided to set up the plant after winning a supply contract with Peugeot and because of pressure from British vehicle assemblers for local UK content.

Clarion, which produces around 6m car audio sets a year giving it a share of more than 20 per cent of the world

market, said it would open its UK assembly operation next year.

Mr Kitajima said the company would at first assemble around 120,000 units a year in the UK, with pilot production beginning in March.

The company would invest around £1m in the plant, employ about 50 people and reach a local content level of 45 per cent after two or three years.

Clarion will replace Philips, the Dutch electronics group, which supplies Peugeot Talbot from a plant in Singapore.

Clarion, which has an annual turnover of some £30m, has expanded quickly outside Japan in the last 10 years and has established plants in Malaysia, the US, Mexico, and France.

Much of European car audio manufacturing has been moved to the Far East in recent years, and Clarion claimed yesterday it would be the only UK-based car audio

manufacturer.

Mr Geoffrey Whalen, chief executive of Peugeot Talbot, said the UK was increasingly regarded as a favourable manufacturing location.

Peugeot introduced a second shift in April to raise output to 2,200 cars a week from the previous single shift level of 1,100 a week.

Mr Whalen said that 3,000 jobs had been created at supplier companies during the last two years, of which 1,500 had come in the last five months due to the move to double shift production.

The six other companies which have set up plants are Plastic Omnium of France with a plant in Telford, Shropshire; Valeo of France with two plants at Redditch, Staffordshire; Autoliv of Sweden in Feltham, Essex; British Vita in Manchester, Harrison & Jones in Liverpool and Cablauto of France in Worksop, Nottinghamshire.

N Sea oil platform approved

By Maurice Samuelson

BP PETROLEUM Development yesterday became the first oil company to win approval for a new manned oil and gas platform in the North Sea since the Piper Alpha disaster in July which claimed 167 lives.

The platform is the centrepiece of a £1.15bn project to develop the Miller Field in the Central North Sea. It includes the cost of a pipeline for delivering gas which will be burned in Peterhead power station, on the east coast of Scotland.

The platform, to be erected on a 17,000-tonne steel jacket in 100 metres of water, will be

manned by a crew of 200. To minimise risks of fire and explosions, the accommodation module and control room will be situated as far as possible from the hazardous areas of the drilling and wellhead modules, and isolated by fire-walls from the process modules.

Some 3,700 jobs will be created at the peak of the onshore stage of the project. About 1,200 personnel will be required during the offshore installation and hook-up phase.

Oil production is expected to start around the end of 1991 and gas production will be sold

to the North of Scotland Hydro-Electric Board.

The introduction of gas at the oil-fired Peterhead station marks a significant change in UK energy policy.

Police yesterday began searching for bodies on the first accommodation module of the Piper Alpha platform which was raised to the surface of the North Sea early in the morning.

The main accommodation module, thought to contain several corpses, is not expected to be raised until later this week.

Hyundai challenges Ford and GM

By John Griffiths

THE FIRST executive car to be produced by Hyundai of South Korea will make its world debut at next week's UK motor show in Birmingham.

The car, called the Sonata, is seen by Hyundai and its separately-owned UK importer, International Motors, as a rival to vehicles such as Ford's Granada and Vauxhall's Carlton, but several thousand

pounds cheaper.

Prices have yet to be decided, but an International Motors spokesman said last night that it was hoped to offer several versions at after £10,000. The cheapest Granada costs £12,000.

The cars have fuel-injected engines of 1.8, 2 and 2.4 litres, with electric windows and mirrors as standard.

Hyundai Cars Distributors (UK), the International Motors subsidiary which distributes Hyundais in the UK, is to test public reaction to the cars at the show before making final choices about specifications or predicting sales volumes.

"At the moment it looks like anything between 500 and 2,000", said the spokesman.

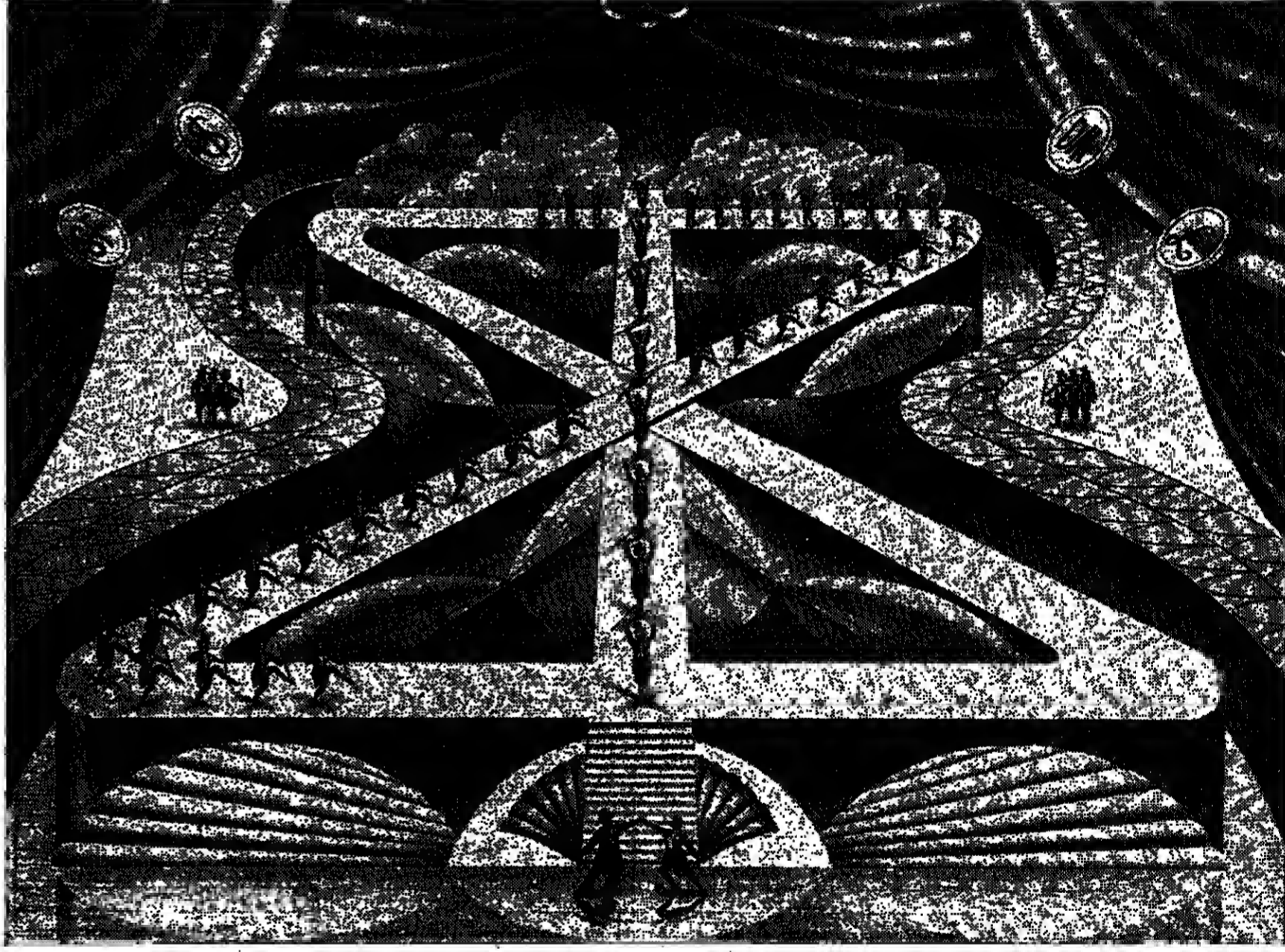
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FINANCIAL TIMES CONFERENCES

EUROPEAN BUSINESS FORUM - 1988 AND AFTER
Rome, 1 & 2 December 1988

This biennial conference has become one of the most successful events on the Financial Times' calendar. This is the Monnet Centenary year as well as that of the Financial Times' and Valéry Giscard d'Estaing, the former French President, has accepted the invitation of the Financial Times to deliver the Jean Monnet Memorial lecture which will be the main feature of the second afternoon of the forum. Giovanni Agnelli, Carlo De Benedetti and Romano Prodi will be among the leading Italian speakers and the chair will be taken by Denis Healey and by Carlo Ripa di Meana, Member of the Commission of the European Communities. Other contributors include Leon Brittan, Former Secretary of State for Trade and Industry and European Commissioner Designate and Bettino Craxi, Former Prime Minister of Italy.

MERGERS & ACQUISITIONS
London, 8 & 9 December 1988

The pace of merger and acquisition activity is increasing as the business community prepares itself for Europe 1992. This important conference co-sponsored by Booz, Allen & Hamilton and Arthur Young and using the specialist skills of both firms, will look at a number of major deals - failures as well as successes. These will be analysed at length by a panel of commentators whose role is to open up discussion after industry leaders have spoken on the problems and opportunities they saw as they developed their bids, on the actual strategies being pursued and the results that followed. The European community and internal competition frameworks will be touched upon and the conference will include contributions by corporate finance specialists from the City and New York. Speakers include Dr Thomas Gasser, Deputy Chief Executive Officer, ABB ASEA Brown Boveri, Robert Jauch, Executive Vice President, Jacobs Suchard Management & Consulting SA, Francis Maude, UK Parliamentary Under Secretary of State for Corporate Affairs, Jeffrey Rosen, Managing Director, Wasserstein, Perrella & Co and Robert Sussnell, Director, J Henry Schroder Wagg, Peter Leslie, Deputy Chairman & Managing Director of Barclays Bank and Martin Waldenström, Vice President, Booz, Allen & Hamilton will be among the contributors looking at the prospects for inter-community mergers and acquisitions which are likely to develop at a pace rivaling the bids from outside the EEC and within individual countries as corporations move to strengthen their competitive position. To enable maximum discussion, numbers for this conference will be limited.

WORLD TELECOMMUNICATIONS
London, 13 & 14 December 1988

The world telecommunications industry is in a period of significant change brought about by the application of innovative technologies and a steady reduction in long-established barriers to competition. At the same time, telecommunications is being thrust to centre stage in the development of the information age. Access to an efficient communications system on a global scale has become essential in the growth of worldwide trading. Speakers will include: Sir Donald McIlhenny, GCHQ, OBE, Deputy Chairman, IBA, Bryan Carabara, Director General, Office of Telecommunications, Yasuo Otaki, Deputy Director-General, Communication Policy Bureau, Ministry of Posts and Telecommunications, Japan, Ake Lundqvist, President, Ericsson Radio Systems, Sir Eric Sharp, CBE, Chairman and Chief Executive, Cable & Wireless and Desmond Hudson, President, Northern Telecom World Trade.

All enquiries should be addressed to the:
Financial Times Conference Organisation, 126 Jermyn Street,
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Tel: 01-925 2223 (24-hour answering service)
Telex: 27347 FT CONF G. Fax: 01-925 2125.

CONTRACTS

Power station project

KIER CONSTRUCTION, part of the of Beazer group, has been awarded the £55m contract for the cooling water pumphouse and outfall for the Sizewell 'B' power station by the Central Electricity Generating Board.

The contract falls into two separate elements, onshore and offshore works. All the onshore works will be constructed within a dewatered excavated area, protected by a diaphragm wall which was constructed under an earlier contract.

Onshore works comprise the construction of the main cooling water pumphouse and associated short lengths of culvert to connect with the turbine hall. The pumphouse, which has a very deep reinforced concrete basement with a steel superstructure, will house four cooling water pumps, drum screens and electrical equipment. An inlet diffuser, onshore inlet culvert, onshore outlet culvert and surge chamber will complete the onshore element.

Offshore works include an 850 metre long inlet culvert and an outlet culvert about 250 metres in length. Both culverts have a diameter of 5.5 metres and will be constructed as submerged tubes which will be precast remote from the site, then floated into position in a dredged channel. Other offshore works include the construction of a barge docking facility and a personnel jetty.

Kier's engineering department has designed a sheet pile cofferdam for the temporary works rather than the diaphragm wall which rival bidders were proposing. The cofferdam solution achieved a significant cost saving for the CEBG.

* **ROSKEL CONTRACTS**, part of Roskel Group, is to install suspended ceilings worth over £4.6m, mostly in 25 new superstores in a chain stretching from Kirkcaldy, Fife, to St Austell in Cornwall.

They range in size from 4,500 to over 9,000 sq metres of ceiling area and account for more than £3.6m of the total contracts value.

Among the clients are Sainsbury, Tesco, Asda and Sava-centre but the biggest single installation will be at the Broadmarsh Shopping Centre development in Nottingham (£500,000).

The liability crisis, UK-style

By Celia Hampton

ANY "liability crisis" in the UK comes rather from the gaps and uncertainties in the law than from over-enthusiastic court activity, except in the case of professional advice. There is not a lot of point in suing anyone other than a professional for negligence unless you have also been physically hurt.

In particular, the notion that English law will support the victim of careless or shoddy workmanship looks strained. Every day there are millions of transactions where the victim has no contract as such with the person who does the work. The main contractor (builder, supplier, garage or whatever) fulfils his part of the bargain by getting someone else to do the actual work. All he has to show is that the sub-contractor was normally competent.

If the work is done badly, the victim's hope of suing the sub-contractor direct has more or less evaporated. On the other hand, the chance of recovering the loss from a professional person are promising. Anyone who professes an expertise in the area and is asked to supervise work may well be found legally liable for the whole loss, while the careless workman is untouched by liability. This is ironic, since the professional person tends to act responsibly and also to have unlimited personal liability when found negligent. It is also precisely in the field of professional indemnity cover that an insurance crisis is most likely to happen.

In other fields, some of the courts' decisions present a reasoned narrowing of the field of negligence which - whether one agrees or disagrees with the outcome - at least leave one knowing what one is looking at. Others are much more opaque. A recent House

of Lords case has opened up whole fields for conjecture which will ultimately have to be resolved by more litigation at the highest and most expensive level.

The courts have contrived the narrowing of liability by differentiating between different sorts of loss. If the loss can only be measured in terms of money, it is "pure economic loss" and as such can only be recovered in special cases.

If a freelance bricklayer is taken on to build a wall and it falls down, various losses follow, all equally real to the owner. He is best protected if the wall falls on top of him. He will recover damages for pain and suffering and lost income, both during convalescence and in future, although this second loss is "purely economic." It would be quite impossible for the courts to rule otherwise, both in the light of precedent and on grounds of simple justice. In any event, the bias in favour of human safety is (quite properly) getting stronger, for instance in the new law on product liability.

If the wall damages other things when it falls, the bricklayer will be responsible for their repair and replacement and for any costs or loss of profit from not being able to use them.

However, if no physical injury or damage to other property occurs, the owner of the building can recover nothing. Business or profit lost due only to the falling down of the wall and the cost of its repair are now indisputably classified as pure economic loss and as such are unrecoverable.

Historically, the right to recover pure economic loss was most strongly affirmed when the liability for careless deeds was extended to liability for careless talk (hence the

greater liability of the professional). This is naturally more likely to lead to financial loss than physical damage.

Lord Devlin could find neither logic nor commonsense in any distinction between financial loss caused directly and such loss caused by physical injury (*Hedley Byrne v Heller* (1963) 2 AER 575). He called it "nonsense." "It arises, if it is the law, simply out of refusal to make sense."

The tendency to allow economic loss to be recovered reached its highest point in *Junior Books v Veitchi* (1982) 2 AER 201. The owner of a factory recovered not only lost profits but also the cost of re-laying the floor which had been badly laid by a sub-contractor. Since then the courts have sought the shortest route down and away from this alarming position.

The recent House of Lords case goes so far as to suggest that economic losses may never be recovered, even when other sorts of damage do occur (*D & F Estates v Church Commissioners* (1988) 2 AER 922). It also suggests that earlier case law under which a local authority was held liable for defective foundations in a house built under its supervision was not a case of liability in negligence at all. It suggests these things, which have wide implications, but it cannot be said that it has finally decided them.

The case concerned a building contract and the tenant of a flat. The plastering was done, badly, by a subcontractor. The case could have been decided by limiting the main contractor's liability to selecting the subcontractor carefully, but the argument about economic loss was, regrettably, also raised.

The logic of the judgment:

ran as follows. If the plaster was simply defective and had to be replaced, the tenant could not recover, because the cost was pure economic loss. If the plaster was potentially a threat to human safety, the tenant could still recover nothing if he discovered the danger in time. He could only recover damages if the plaster fell down and caused injury or damage before the danger was discovered.

This raises the interesting possibility that a person who acquires defective property may himself be responsible for finding out its nature and avoiding the danger. If so, his damages could be reduced on the basis of contributory negligence.

The House of Lords went on to doubt whether the losses caused by having to replace the plaster could ever be recovered, although the parallel losses arising from damage to other property could. This creates an odd position. If the wall falls down, damaging the floor and a machine placed against it, the builder will have to repair the floor and pay fully for the machine and even for production lost while it is out of action. As far as the wall is concerned, all he need do is make good the hole.

The House of Lords did not go so far as to overrule the defective floor case - *Junior Books* - but sought rather to isolate it. It was a case of dependence on the expertise of the flooring contractor, but this is quite normal. It was also a case where the factory owner and the subcontractor were especially close - "as close as could be short of privity of contract." This gave scope for imaginatively distinguishing the precedent from new cases.

might turn out to be as shown in a case before the Court of Appeal where the parties were not just close to each other - they actually had a contract (*Greater Nottingham Co-op v Cementation* (1988) 2 AER 971). Rather than making them even closer, however, this was found instead to defeat the analogy with the *Junior Books* case. The contract did not specifically cover the dispute. The parties were therefore treated as having decided not to cover the loss in question. It would be wrong to "extend" liability in negligence to fill the gaps in the contract. Lord Justice Purches sought to avoid the "Pandora's box of unbridled damages" and explicitly referred to "policy" rather than general principles of law. He mentioned the US liability crisis for the medical profession - hardly appropriate since the professional's liability is the only sort in English law which extends to pure economic loss, and also since medical negligence is likely to result in physical injury.

The Court of Appeal was clearly deciding the matter in the light of what it thought was policy.

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JOB

What people think of their bosses and work

By Michael Dixon

HOW do you feel about your work?

That may perhaps strike readers as an impertinent thing for the Jobs column to ask. After all, even if you were willing to reveal the answer to a stranger, it would cost you at least the price of postage as well as valuable time to tell me.

Even so, the question is neither prying nor idle. For I am about to offer you a way of privately comparing how you feel about your job with the corresponding feelings of a representative sample of people working in Britain, and - although in less detail - a similar sample in the United States.

The comparison is made possible by the Wyatt group of management consultants, which has just completed an extensive survey of British workers' attitudes to match a study it made in the US last year. Surveys in other lands are planned to follow soon, with the aim of enabling employers to check how their people's views square with those of the generality of workers in the same industry or region, whether nationally or internationally.

The British study, done three months ago, covered 3,275 full-time workers in the private and public sectors, including 651 managers with

at least two levels of staff under them. The mixture of organisations they worked for and their geographical distribution were reasonably typical of Britain's working population as a whole. So was their social profile.

Wyatt certainly cannot be accused of skimping detail. The survey even went into things like the temperature of the premises where people work. Overall, 36 per cent said it was favourable and 24 the opposite, with the rest finding it sometimes one and then the other, or unable to decide. But banks and the like need to look to their thermostats. Only a third of finance-sector staff liked their workplace temperature compared with two thirds of public-sector employees.

Also, any reader wishing to know more of the finer points will need to contact Wyatt's Carl West-Meads at 21 Tophill Street, London SW1H 9LL; telephone 01-222 8033, fax 01-222 9182. From now on, my report will be limited to broader issues.

It turns out that, in many of our attitudes, we British are not much different from our counterparts in the US.

The sense of personal achievement afforded by the job satisfies 62 per cent of us as against 64 in the States. Similarly, 64 per cent of us

compared with 67 of them are content with the opportunity we have to use our abilities, and 58 per cent against 60 find our work interesting. Americans are a bit ahead in general job-satisfaction, too, their 64 per cent comparing with our 53.

When the overall British figures are broken down by broad sectors of employment, however, there is no doubt which is the most generally satisfied if not smug. It is financial services with 66 per cent. The rest - the public sector, manufacturing, and other services - are all close to the national figure of 58.

Pay

There are no prizes for guessing what is one of the mainstays behind the financial covens' smugness. It is of course pay.

On that topic the 3,275 people taking part were asked two questions. One was if they were content with their pay in comparison to that of folks in similar jobs in the same organisation, which gave a yardstick of "internal" satisfaction. The second was whether they were content with what they earned compared to people doing similar work in other organisations, giving an "external" gauge.

The overall figures for internal satisfaction were 67-plus per cent in the US and 59 in Britain. But a fair number of people who saw themselves as fairly paid by comparison with equivalent staff in the same outfit, clearly felt that the grass was greener on the other side of the organisational fence. For by the external measure, the satisfied proportions fell respectively to 50-plus per cent of the Americans and only 41 per cent of us Brits.

Moreover, although our internal contentment varied little by sector - from 61 per cent in the financial and other services groups to 57 in manufacturing - there were variances on the external gauge. The percentages of the satisfied ("Yes") and the dissatisfied ("No") exchanging those neither firmly one nor the other, were:

Sector	Yes	No
Overall	41	54
Financial	47	53
Other services	44	51
Manufacturing	42	53
Public	34	61

When asked whether there was a strong link between pay and performance in the employing concern, we Brits were even more sceptical than the US contingent. Whereas 28 per cent of the Americans answered yes, only 24 per cent of us did the

same. Here, however, there were marked sectoral swings:

Sector	Yes	No
Overall	24	49
Financial	50	25
Other services	28	45
Manufacturing	28	48
Public	10	60

Public employees were also lowest in satisfaction with openings for advancement. There too, the Americans led with 35 per cent satisfied compared with 31 of Brits as a whole. But public employees' score was only 26 per cent against manufacturing's 34 and the other two's 36 each.

Promotion

The topic on which there was evidently the closest transatlantic agreement was whether the organisation was good at promoting the most competent people on its staff. There was a mere one percentage point difference, with 29 per cent of the US total saying yes compared with 28 per cent of us.

Yet again we varied by sector, as follows:

Sector	Yes	No
Overall	28	46
Financial	36	29
Other services	36	33
Manufacturing	28	40
Public	19	48

But the thoughts of the British on the competence or otherwise of colleagues who

get promoted also vary in other intriguing ways. Here, for example, is the ranking that results when the total sample is analysed according to the length of time the 3,275 people had been working for their organisation:

Service	Yes	No
1-2 years	36	32
3-4 years	26	39
5-9 years	23	44
10-19 years	19	49
20 or more	23	45

So our cynicism about our bosses' promotion decisions seems to grow with the time we spend observing them. Fortunately, we at least relent a bit once we have served over 20 years.

The participants were also asked if their employer was too tolerant of bad workers. Americans, with 44 per cent agreeing, were sterner than British whose response was:

Sector	Yes	No
Overall	40	34
Financial	33	41
Other services	34	41
Manufacturing	40	35
Public	40	26

An allied result may interest British Labour Party leaders who think the public wants a return of union dominance. The replies of unionised and non-unionised workers to the same question were:

	Yes	No
Not in a union	33	41
Union members	46	29

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- ◇ Professional, highly skilled stockbrokers, high achievers in managing and developing private client business.
- ◇ High professional and discreet standards, the vision and resolve to perform in volatile markets and leadership qualities.

COMPENSATION

Highly competitive, contractually secured package comprising base, profit share and executive benefits.

Please reply in writing enclosing full cv quoting Reference G5997 to: 54 Jermyn Street, London SW1Y 6LX.



SPECIALISTS IN SENIOR MANAGEMENT SELECTION
01-493 3383

International Money Brokers Require

Middle East Representative with extensive Banking experience who can use his contacts to develop a client base from London in currency deposits, foreign exchange and off balance sheet instruments.
Write Box A1011, Financial Times, 10 Cannon Street, London EC4P 4BT

AT A CAREER CROSSROADS?

RII Special Investment Services is seeking successful, aged 25 to 30 and with experience in industry, commerce or the professions, to become Personal Financial Advisers. All necessary training and support, including office facilities, will be given to enable you to promote the successful range of RII Special personal and corporate financial products and services. London commuter area.
Contact: Michael Taylor 01-222 4832. RII Special Investment Services, 29 Queen Anne's Gate, London SW1Y 5BQ

APPOINTMENTS WANTED

SITUATION WANTED

Senior Executive male 20 years resident Far East seeks position in Hong Kong or U.K. Good contacts and experience in sales of industrial products Hong Kong, China and Japan.
Write Box A1814, Financial Times, 10 Cannon Street, London EC4P 4BT

Economist (graduated Melbourne)

early forties, seeks representation or challenging responsible appointment with international organisation wishing to establish or expand business in France. Fluent in English, Hebrew, Spanish, Portuguese and German. Good knowledge French and Italian.
Write Box A1812, Financial Times, 10 Cannon Street, London EC4P 4BT

Corporate Finance

- PRUDENTIAL-BACHE is a major international financial services group with capital of over \$1.3 billion. The Group's UK Corporate Finance Division provides merger and acquisition, capital-raising and other financial advisory services to a broad range of domestic and international companies.
- The activities of the Group's UK Corporate Finance Division have expanded rapidly over the past few years, and we are now seeking to recruit experienced Corporate Finance Managers to join a dynamic team in driving forward the development of the Group's relationships with UK companies and managing the execution of transactions.
- The successful applicants will ideally have worked for at least three years in the corporate finance division of a leading merchant bank, stockbroker, legal or accounting practice with exposure to international transactions. Aged between 25 and 32, applicants will be energetic, highly motivated, confident in their ability to deal with senior executives and keen to play a major role in the development of the Group's UK Corporate Finance Division. Rapid advancement can be expected as the Group's London-based corporate finance activities continue to grow.
- Remuneration will be highly competitive and will include a substantial performance-related bonus.
- Applicants should write, enclosing a detailed Curriculum Vitae, to Rupert Foxwell, Managing Director, UK Corporate Finance Division, Prudential-Bache Capital Funding, 9 Devonshire Square, London EC2M 4HP. All applications will be treated in the strictest confidence.

Prudential-Bache Capital Funding

Prudential-Bache Capital Funding (Equities) Limited
Member of The Securities Association
Member of The International Stock Exchange

New Issues and Marketing Executive

INVESTMENT BANKING ARM OF A

MAJOR JAPANESE BANK

Ideally aged between 24 and 28 with 2-3 years experience in Investment Banking, candidates should possess a thorough knowledge of Eurobond documentation and be conversant with Capital Markets and other related products, in order to assist the Corporate Finance Executives and Marketing Teams.

The position will offer considerable career development opportunities to the right individual.

The remuneration package will be commensurate with the level of responsibility this position carries.

Candidates should forward a C.V., giving full details of their career history to Ms. Vanessa Bound, Sanwa International Limited, PO Box 245, 1 Undershaft, London EC3A 8BR. Alternatively for further information telephone 01-623 7991.

FOREX

APPOINTMENTS For Forex, Capital Markets and Treasury appointments consult a specialist agency
Terence Stephenson
Prince Rupert House
9-10 College Hill
London EC4R 1AS
Tel: 01-248 0263

APPOINTMENTS ADVERTISING

Appears every Wednesday and Thursday for further information call 01-248 8000

Shepherd Little & Associates Ltd

Banking Recruitment Consultants

MANAGER — TRADE FINANCE Circa £40,000 + Car
Our client is a European bank. One of its main activities is handling all types of trade finance business. They seek to enhance their reputation in this field by recruiting an additional senior manager.

Specific sector, commodity or geographical experience are not being sought, although strengths in marketing and developing client relationships are. The advantage of being left to work on your own contracts and develop your own lines of business are considered a major attraction in this appointment.

MANAGER — CREDIT Circa £20,000
A medium sized, active and profitable European bank wishes to make an appointment to the new role of Credit Manager.

In considering the 'in-house' responsibility of this job they seek someone who has a strong background in risk analysis and credit approval, a person who might be able to further increase the importance of this position as the bank's business continues to grow.

CORPORATE DEALER Circa £30,000
An active and expanding dealing room is seeking an additional business developer for its corporate foreign exchange/money market desk. This is a major European bank seeking to develop its client list and profitability by bringing in another market professional.

SENIOR AUDITOR
Reporting to the Head of Audit for this major AAA rated international bank, we seek a qualified accountant with some experience of auditing banks or other financial institutions, aged around 30.

The role will entail reviewing existing systems and procedures across a wide range of operations, as well as ensuring that effective financial and management controls (including EDI) are developed and maintained.

The successful candidate will be expected to be a capable group leader, with the qualities and potential enabling future promotion to more senior management. In keeping with the significance of this role and the reputation of the bank a competitive salary will be offered.

BILINGUAL SPANISH LENDING OFFICER
This well established European bank has a new opportunity for an entrepreneurial lending officer. Candidates with fluent business Spanish and at least 5 years' lending experience marketing to corporate and high net worth clients will find this opportunity both challenging and stimulating.

Salary commensurate with experience.
For further information about any of these positions please contact either David Little, Brenda Shepherd or Caroline Huddart.

Ridgway House 41/42 King William Street London EC4R 9EN
Telephone 01-626 1161

MANAGER LEVERAGED FINANCE

£35-£40,000

Our client is a prime US investment bank with a strong presence in the area of acquisition finance. Recent restructuring has led to the need to recruit an additional Account Manager to get involved in both originating and closing a range of UK leveraged transactions including LBOs, MBOs and Public Acquisitions. In addition to having substantial experience in these areas, candidates will ideally have gained some exposure to syndicated leveraged lending. The successful candidate is likely to be aged between 25-35 with a high level of motivation and the ability to communicate at all levels.

Contact: Loretta Quigley

Please telephone 01-606 1706, or send a Curriculum Vitae to Anderson, Squires Ltd., 127 Cheapside, London EC2V 6BU

Financial Recruitment Specialists

MANAGER PROPERTY FINANCE

£30-£40,000

This large international bank has an established reputation in most major financial markets, and now intends to build a significant property finance business. We are recruiting an experienced property specialist to control its existing business, and to expand into new areas. As leader of a team you will be both responsible for the day to day activities of the marketing officers and support staff, and will also lead the business development strategy. With a firm commitment from the management and extensive resources at your disposal this is an opportunity to test your marketing and managerial ability.

Contact: Jocelyn Bolton

Anderson, Squires

LONDON INVESTMENT BANKING

RISK ARBITRAGE MANAGER

GREAT PACIFIC CAPITAL — a New York based investment management company with affiliated offices in Canada, Switzerland and Barbados, and whose primary focus is U.S. risk arbitrage and special situations — is looking for an investment professional to open an operation in London and to expand investment activity in the U.K. and Europe. Great Pacific Capital is a member company of The Jim Pattison Group, a widely diversified industrial and financial corporation which is Canada's sixth largest private company with sales of \$1.7 billion (Can.) and 8,500 employees.

Reporting to New York, primary responsibility will be the research and management of risk arbitrage and special situation investment activities in the U.K. and Continental Europe.

Mergers and Acquisitions experience of 5-7 years with a major U.K. merchant bank or legal experience with a U.K. law firm involved with M&A transactions is desired — risk arbitrage and previous trading experience being definite assets. A value-oriented investment approach, high energy and willingness to travel are also essential to this role.

Competitive compensation.

Please respond in complete confidence to:

Jane Butler
Director of Human Resources
The Jim Pattison Group
Corporate Office
1600 - 1055 West Hastings Street
Vancouver, B.C. V6E 2T2
Canada
(604) 688-6784
Fax (604) 687-2801

Warren Kanders
Managing Director
Great Pacific Capital
45 Rockefeller Plaza
3rd FL
New York, N.Y. 10011
(212) 632-3400
Fax: (212) 632-3414



SENIOR EXECUTIVE/S

Aviation Division of large Lloyd's broker with well established and growing direct and reinsurance account requires Senior Executive/s to further develop existing London Market account. Unique opportunity for ambitious individuals to join aggressive management team. Only senior market professionals with proven record should apply in fullest confidence.

Please apply in writing in the first instance, quoting reference L963, to:—

DALBY WALTER JUDD LIMITED
104-110 Goswell Road, London EC4V 7DH

CORPORATE FINANCE

Our client, a recently established Finance and Investment organisation, wishes to set up and develop a Corporate Finance capability within their business.

Could you be interested?

We would like to hear from an experienced Corporate Finance professional, or group, who may have ambitions to set up and run such an operation.

The characteristics we seek are:

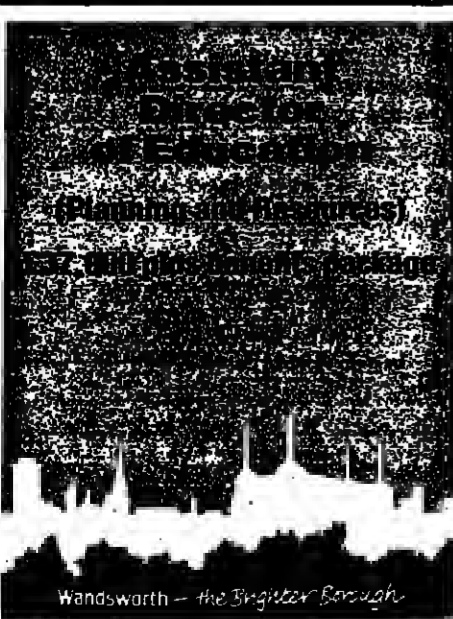
- Results orientated with a strong entrepreneurial instinct and a high level of self motivation in terms of ideas and implementation.
- Considerable experience of M&A, Takeovers, Buyouts, Flotations and Advisory Services gained within a Merchant Banking or Investment House environment.

Exposure to, or knowledge of, the Leisure and Property sectors would be very useful.

For further information, or to discuss your interest in complete confidence please contact BRYAN SALES on 01-247 7632, or write to the address below. (Fax: 01-247 1411).

PFE ASSOCIATES
EXECUTIVE RECRUITMENT CONSULTANTS

Bowl Court
231 Strand High Street
London E1 6PJ
Telephone: 01-247 7632



Wandsworth becomes the largest of the capital's 19 new education authorities in 1990. The key second tier post of Assistant Director of Education (Planning and Resources) will be responsible for:

- the Authority's development plan, linking resources to curriculum objectives;
- management systems and procedures throughout the Education Department;
- key support services, including personnel, finance, sites and buildings, transport and catering.

The successful applicant will be highly motivated, with a proven track record in management at senior level, including financial, manpower and performance control not necessarily in education. Experience of developing management systems and application of information technology are essential.

In addition to the salary, we offer attractive benefits, including private health care, pension, generous leave entitlement, and comprehensive relocation help where appropriate.

This is a unique opportunity for someone with energy, initiative and commitment to help to shape the education service in Wandsworth.

If you possess these qualities, please contact the Director of Education, David Haldenbury, telephone 01-871 7880 (or 01-871 7711 out of office hours) for an application form and further details.
Closing date: 31st October 1988.

An equal opportunity employer.

FINANCIAL OPPORTUNITIES

CONVERTIBLE BOND/EUROBOND SALES:

At least 3 years experience. Should have good client base or speak fluent German. Any other languages an advantage. Salary £Neg. Please call Julie Shelley.

SENIOR CORPORATE DEALER:

'All round' experience needed in dealing corporate treasury and FX products. Age preferably 25-35 years. Good educational background. Salary £Neg. Please call Julie Shelley.

FIXED INCOME SALES:

At least 3 years experience in fixed income multi-currency sales. Own client base or fluent German very advantageous. Salary £Neg. Please call Julie Shelley.

BOND SALES:

Minimum 1 years experience selling DM Bundles, Euro DM, USS, CAS and AUS. Must speak fluent Italian. Salary £Neg. Please call Julie Shelley.

JAPANESE EQUITY SALES:

2 to 3 years experience required in selling Japanese Equities into the U.K. market. Quality House. Please call Richard Ward.

TRADER:
Candidate 5 Trader with about 2 to 3 years experience required. Quality House. Please call Richard Ward.

U.S. TREASURY SALES:
2 to 3 years experience required for this position. Top package available for the right person. Please call Richard Ward.

SALES:
German National or fluent German with Eurobond sales experience to sell to Germany. Top International House offer top package. Ref No: DF/442.

SALES:
U.K. Equities. 2 years minimum experience with major house to sell to U.K. Graduate preferred but not essential. Excellent opportunity. Ref No: DF/315.

SALES:
U.S. TREASURY SALES
Major House seeks Senior Treasury Salesman to Director level. Details handled in strict confidence. Ref No: DF/421.

For details of the above please call TEL: 01-377 6488 FAX: 377 0887

Cambridge Appointments
232 Shoreditch High Street, London E1 7HP

01-377 6488

Fund Manager Package £40 - 60,000 Attractive location N. W. England

Prestigious Fund Management Company has at present c£80m of private clients capital under discretionary management, £55m under 'advisory' management and net inflow c£4m per month. This progressive company is about to commence the next phase in its 5 year plan, the overall aim of which is to become one of the leading international fund management companies specialising in private and corporate clients' capital. The successful candidate will have the opportunity to play a major role in this development.

A high calibre and experienced fund manager is required to take over the direction and the fund management activities to enable this goal to be achieved.

The preferred candidate will have broad fund management experience preferably from an institutional environment. A good knowledge of UK equities, fixed interest dealings and gross funds is required together with an ability to sector manage via utilised investments. Strong presentation skills are required to represent the company as necessary to corporate and groups of private clients.

To apply, telephone or write to Frank Gaunt FCII (061-832 7803). Discussions in complete confidence will be held in London or Manchester.



**Personnel
Consultancy
Services**

Recruitment and Training Consultants
34 Barton Arcade, Deansgate, Manchester M3 2BH
Telephone: 061-832 7803



TREASURY PRODUCTS

Our first-class reputation in the City and within our own worldwide network has ensured that The Chase Manhattan Bank's Treasury is a major marketmaker in treasury products. Our ability to provide the whole range of instruments gives the Derivative Products Desk the building blocks necessary to structure, price and sell complex combinations of Swaps, FX, Futures and Options.

Whether solving customers' problems with innovative packages, or translating fleeting arbitrage opportunities to our sophisticated clients, the Derivative Products Desk is critical in providing a front line service, as well as expertise in new product development. As a result of our success we now seek to expand the team.

The successful candidate will need a detailed understanding of treasury products and markets with around 2 years' experience and be capable of servicing corporates, institutions and sovereigns alike: in short, a Financial Engineer who can sell.

Remuneration will reflect the demands that Chase places upon its Treasury to capitalise on its excellent market position and will include an attractive benefits package.

Please apply in writing with a comprehensive CV to: Miss Shirley Caine, Senior Personnel Officer, The Chase Manhattan Bank N.A., Woolgate House, Coleman Street, London EC2P 2HD.

INTERNATIONAL MONEY BROKER

A London-based subsidiary of an international money broker invites applications from fluent French speaking dealers aged 28-35 to work in mutual venture with major French broker in the expanding market of European government securities.

Attractive remuneration commensurate with experience.

Please write in strictest confidence to Graham Tardif,

MSI Management Search International Ltd,
Recruitment Consultants
32, Old Burlington Street, London W1X 1LB
Fax: 01-437 2764

Offices: Atlanta, Baltimore, Charlotte, Dallas, Ft. Worth, Houston, McLean VA, New Orleans, Washington D.C., London, Edinburgh.

Stockbrokers South & South West

National Investment Group is one of the UK's leading private client stockbrokers. Its 24 offices nationwide are linked by an integrated computer network and offer a full range of service-led stockbroking activities, including management, support and dealing facilities. Within this framework the regional divisions operate on a semi-autonomous basis, with each office providing clients with local access to proven City expertise.

Continued development now means that the Group's Southern Division, comprising offices in Avon, Devon, Dorset, Somerset, Surrey and Wiltshire, is seeking experienced private client stockbrokers. In the current climate these opportunities could be particularly

attractive to those now operating in London who may wish to conduct their business in the provinces, where realistic profit linked remuneration packages can be negotiated.

In addition, the Group's Bristol office requires a registered representative (25-30 years) with some portfolio management and private client experience to develop its services.



To discuss these opportunities energetic individuals or 'teams' should contact Peter Leatherdale on 0305 65252, or alternatively write to him at National Investment Group, Durgate Street, Dorchester, Dorset DT1 1JP. Your enquiry will be treated in the strictest confidence.

CHIEF EXECUTIVE OFFICER'S DEPARTMENT MANAGEMENT SERVICES OFFER

RE-ADVERTISEMENT

This is a newly created post within the Chief Executive Officer's Department. The person appointed will be expected to integrate the activities of the Council's work study and O&M staff and provide a new direction to their work, particularly in the context of preparing Council services for compulsory competitive tendering. The post also carries a general advisory role to members and officers on action needed to make services competitive.

Applicants should hold an appropriate management qualification with substantial experience of working in a commercial environment.

The appointment if offered on a three year fixed term contract; salary negotiable above £20,000 p.a.

Further information and an application form can be obtained from the Chief Personnel Officer, County Hall, Cwmbran NP44 2XH. Telephone Cwmbran (0633) 838838 ext. 262. Closing date for applications: 27th October, 1988



Business Development Assistant

GRADUATES/M.B.A.'s

This is an exceptional opportunity to work within a small and prestigious business team, assisting in the evolution of one of London's most successful Dealing Rooms. The varied and challenging work will provide in-depth exposure to a broad range of Treasury related issues; it will involve the research and development of new business products and the improvement of our dealing-room and management information systems.

Previous banking experience is not essential; candidates will need to demonstrate a high level of interpersonal and analytical skills and be "achievement driven". This position offers outstanding career prospects within a dynamic and stimulating work environment. The remuneration is negotiable and will reflect the experience and abilities of the successful candidate.

Resumes should be forwarded to:

Ruth Pollard,
Human Resources Department,
Chemical Bank,
180 Strand,
London WC2R 1EX. **CHEMICALBANK**



APICORP

البنك العربي للتجارة والتمويل

APICORP is an inter-Arab Corporation established by the member states of O.A.P.E.C to finance and invest in petroleum sector projects. Total assets are in excess of \$1 billion.

The Corporation would like to fill the following opening at its head office in Al-Khobar, Saudi Arabia.

ANALYST/PROGRAMMER

\$ 22,400 - 30,000 p.a. tax-free payable in Saudi Riyals (commensurate with experience)

The successful candidate, a graduate in Finance / Economics / Accountancy / Business Management, age 30-35, will be a computer professional with a solid background in the Corporation's business functions, e.g. project and trade finance, money markets and FX and capital markets (portfolio management). Knowledge of Kspici system is a plus.

He will have 4-6 years of relevant experience, acquired in a similar financial institution and including RPG III on an IBM S/38.

The candidate will be expected to participate as a member of the Information Systems Centre (ISC) in the development of new systems, mainly management information systems, together with professionals of different disciplines and nationalities as well as advising users in the use of existing packages.

The appointment will be for an initial 2 year contract, renewable. In addition to the substantial tax-free salary and 32 working days annual leave plus public holidays, there is a comprehensive benefits package which includes free fully furnished air-conditioned family accommodation, transportation and education allowances, medicare, relocation expenses and contributory pension scheme.

Please apply, in confidence, giving relevant details of personal and career history to:

The Administration & Personnel Manager
Arab Petroleum Investments Corporation, P.O. Box 448,
Dahran Airport 31932, Saudi Arabia

Appointments Advertising

Also Appears today
on page 37

CORPORATE FINANCE

Barings are seeking to recruit more executives as part of the continuing expansion of the London-based international corporate finance department.

Candidates should be energetic, imaginative and able to communicate well.

Suitable candidates will also:

- ◆ be aged 23-28
- ◆ be graduates and/or professionally qualified
- ◆ have some experience in corporate finance, with a merchant or investment bank, or a professional firm

The remuneration package will comprise a negotiable salary, an attractive performance related bonus scheme and a generous mortgage subsidy, as well as other benefits.

Write in confidence with a full C.V. to Andrew Tuckey, Managing Director,

Baring Brothers & Co., Limited
8 Bishopsgate, London EC2N 4AE

APPOINTMENTS WANTED

Belgian National

27 years old, M.B.A. of top European Business School, background in auditing, fluent in languages and business practices of Belgium, Holland and France seeks position with British Company involved in Venture Capital or Corporate Finance activities and wishing to develop 1992 potential.

Write Box 1913, Finsbury Park, 19 Canon Street, London EC2P 4BY

WYCLIFFE COLLEGE GLOS

THE COUNCIL OF GOVERNORS INVITES APPLICATIONS FOR THE POST OF

BURSAR

AND THE SECRETARY TO THE COUNCIL
Wycliffe College is an independent co-educational boarding and day school whose Headmaster is a member of H.M.C. With a separate Junior School and Pre-Prep Department there is a total of 535 pupils. This post becomes vacant on 31st August, 1989 on the retirement of Major P.L. Rawlin RM after seventeen years' service.

Details from: The secretary to the Council, Bursar's Office, Wycliffe College, Stonehouse, Glos. GL10 2AD.

Human Resources Manager International Banking

London

to £40,000 + car + benefits

Our client is a major international US bank with a substantial and profitable presence in the UK and Europe.

Reporting to the Head of Human Resources, who is a member of the Management Committee, you will be responsible for managing the human resources function in the 500 strong London office. Initial emphasis will be on upgrading systems and procedures to meet the changing demands of the organisation. There is a highly flexible and responsive style of management.

Probably in your early 30s and with a good honours degree, you will ideally have a post graduate qualification in personnel or industrial relations. You should have sound all round experience at a senior level in an organisation with a strong reputation for human resource management. Knowledge of the financial services sector would be an advantage. An outward going personality is essential and for the man or woman appointed the potential rewards are high.

Please write in confidence to John Cameron, quoting reference CF975, at 84/86 Grays Inn Road, London WC1X 8AE (telephone: 01-404 5971).

CAMERON · SIMPSON
Consultancy · Search · Selection

Senior Credit Underwriter Corporate Finance

£21,000 + car + benefits

The Corporate Finance Division of Lloyds Bowmaker, part of the Lloyds Bank Group, provides asset finance facilities for a broad spread of companies from its Bournemouth head office.

You will control the granting of credit to corporate customers having analysed trading accounts and other information, and provide technical advice, guidance and service to support the new business efforts of a national sales network.

A reflection of the importance of the position is that you will have the authority to underwrite proposals and set credit limits of up to £350,000.

This is a key position of high responsibility and trust, and applicants must be able to

demonstrate a proven track record in a bank, finance house or similar environment. A professional accounting qualification would be an advantage.

The rewards match the responsibility. The salary is around £21,000 plus car and a benefits package including mortgage subsidy, profit sharing and relocation assistance where appropriate. The further career prospects are excellent.

Your application will be treated in the strictest confidence. Please send a full C.V. to: T. J. Edwards, Manager, Personnel Development & Staff Relations, Lloyds Bowmaker Ltd., Finance House, Christchurch Road, Bournemouth BH1 3LG.



CHIEF EXECUTIVE OFFICER HOUSING FOR WALES

Salary: within the range £34-£38,000

The Housing Bill is currently before Parliament. It provides for the Secretary of State for Wales to establish a new body, "Housing for Wales", to carry out in Wales functions of the Housing Corporation. If the Bill receives Royal Assent, Housing for Wales will be set up on 1 April 1989. Applications are now invited for the post of Chief Executive of the new body.

Housing for Wales will have a crucial role in tackling Welsh housing problems. The new body will be expected to play a full part in implementing strategies to meet the housing needs of Wales. The role of the Chief Executive in shaping Housing for Wales to meet the challenges ahead will be of vital importance.

The main executive responsibilities of Housing for Wales will be to support and monitor the work of housing associates in Wales; as well as to perform an important new role in the right of the Government intends to give council and other public sector tenants to choose new landlords. The budget to meet these challenging tasks will be substantial. The Housing Corporation's existing Office for Wales has a budget in excess of £60 million for the current financial year. In future years the Secretary of State wants actively to encourage increasing levels of investment by the private sector in addition to Government provision.

The Chief Executive will be a member of the Board of Housing for Wales under its recently appointed Chairman, Mr John Allen CBE. He or she will have specific responsibility in the short term for the rapid creation of a dynamic new organisation, and for achieving a smooth transition of responsibilities, from the Housing Corporation to Housing for Wales.

The successful candidate must be able to demonstrate proven leadership and management skills. He or she will have an innovative approach to solving problems and a clear ability to work constructively with other organisations and individuals in the Welsh housing scene. Experience in the housing field, while not essential, would be an advantage.

The appointment will be on a permanent or on a fixed term basis by mutual agreement, the term extendable by mutual agreement.

Application is by way of submitted CV which should be marked in confidence and sent to Ms C M Owen, Personnel Management Division, Welsh Office, Cathays Park, Cardiff, CF1 3NQ by Friday 21 October.

Further information can be obtained from Mr A C Elmer in the Housing Division at the address given above, or by telephoning Cardiff (0222) 823444.

Currency Consultant Corporate Banking and Treasury City

to £25,000 plus car

This long established, professional and innovative banking institution with a proud tradition of independence provides a currency management service to a wide range of corporate clients. There now exists an outstanding opportunity to join this Group as a Currency Consultant.

Reporting to the Currency Services Manager, the successful applicant will be responsible for the day to day contact with clients regarding movements in the foreign exchange markets, and factors affecting those markets. You will also advise clients on the formation and application of exposure hedging strategies and provide a dealing service to meet clients requirements.

Applications are invited from candidates aged between 25 and 35 who possess the relevant experience and can demonstrate excellent inter-personal skills. A relevant financial qualification would be an advantage.

The excellent remuneration package includes a company car, bonus scheme, contributory pension and health insurance. Prospects for career progression are only limited by personal commitment.

Interested candidates should send a comprehensive curriculum vitae, enclosing details of current salary and a daytime telephone number, quoting reference LM095, to Andrew Sales FCCA, at Spicers Executive Selection, 13 Bruton Street, London W1K 7AH.

SPICERS EXECUTIVE SELECTION
A MEMBER OF SPICER & OPPENHEIM INTERNATIONAL

EXCITING OPPORTUNITIES IN A FAST GROWING INTERNATIONAL BANK

The London branch of a leading bank is engaged in the expansion of its credit activities in Europe and the UK. As a result, the following positions have become available or have been created to further strengthen the business development and credit teams:

VP/ SENIOR MARKETING OFFICER

Responsible for developing business with top tier and medium sized UK and European corporate. Facilities to be offered are wide ranging - medium term corporation lending, treasury products, as well as private and public sector syndication transactions. Candidates aged 35+ with good academic background and formal credit training, gained preferably in a major US Bank, together with relevant background experience should apply. (Ref. A)

AVP/VP HEAD OF CREDIT

A senior Credit Officer at AVP/VP level is required to administer the credit department of the Branch; provide recommendations on credit applications, monitor the on-going loan portfolio and take overall responsibility for running credit matters, which will also involve staff training and development. The suitable candidate will be a mature individual with a good academic background and proven track record in all aspects of credit. (Ref. B)

AVP PROJECT FINANCE

This is a targeted growth area for the bank and will comprise a small specialised team. A vacancy now exists at AVP level for suitable candidates, aged 25-30, with three years or more experience in either the energy or construction sectors. Candidates should have a good formal education and preferably should have a major US bank credit background. (Ref. C)

MARKETING OFFICER

A junior lending officer is required to support one of the senior marketing officers. In addition to the preparation of credit applications for loan proposals, the duties will involve client contact and a marketing development role. Candidates aged 25-28 with a good academic background, suitable credit training and relevant banking experience to-date should apply. (Ref. D)

CREDIT

Two graduate officers with accounting knowledge and/or credit training are required to support the new AVP/VP Head of Credit. (Ref. E)
A highly competitive salary and benefits package will be available for suitable candidates, who should apply with full career details, quoting the reference number of the position in which they are interested, to:

PO BOX A0885
Financial Times, Bracken House, 10 Cannon Street,
London EC4P 4BY.

If candidates do not wish to be considered for specific institutions, they should so indicate in a covering note and their application will be discarded if appropriate.

EUROBOND DEALERS AND SALES ENEG

Several positions have recently been created in both international security houses and distributors who require proven track record of dealing in major currency instruments.

PROPERTY ACCOUNT OFFICERS ENEG AGE 25 - 35

Leading US bank is expanding its business commercial property section and is seeking to recruit officers equipped with a good credit background within banking and the ability to progress within marketing.

OPERATIONS MANAGER £22,000 NEG

Our client, a busy City bank requires a senior banker with experience in accounts, settlements, documentary credits and premises and staff administration. Organisation and supervisory skills are essential.

CORPORATE FINANCE OFFICER ENEG

An experienced new business originator in new issues and syndications is being sought by an international securities house.

CREDIT ASSISTANT TO MARKETING MANAGER ITALY ENEG

An international bank active in Italian business requires an excellent all-rounder with fluent Italian to assist the busy marketing manager. Proven analytical skills and ability to use micro-computers essential.

EUROBOND ACCOUNTS £15,000-£25,000

Expanding Eurobond Bank requires experienced person to assist with day to day accounting and controls. Possibilities exist for training in compliance.



OLD BROAD STREET BUREAU LTD
STAFF CONSULTANTS
109 Old Broad Street, London EC2N 1AP. Tel: 01-588 3991

SENIOR APPOINTMENTS

SENIOR BOND CURRENCY	28-32	SALARY NEGOT FROM £60,000 p.a. (BASIC)
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ARTS

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Martin Hoyle discusses the pros and cons of the current programmes about the arts on television

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John Strangnell has replaced Sean Baker as Angelo...

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ARTS GUIDE

THEATRE London: Easy Virtue (Garrick), Transfer of King's Head revival of early Noel Coward...

New York: Cats (Winter Garden), Still a sell-out, Trevor Nunn's production...

Washington: Les Misérables (Kennedy Center Opera House), The young company...

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Anthony Thorncroft

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Wednesday October 12 1988

A nuclear insurance

THE ARGUMENT about whether Britain's Central Electricity Generating Board should restrict its evidence to the planning inquiry into a proposed nuclear power station at Hinkley Point, in Somerset, emphasises an unfortunate confusion of Government policy on this issue.

At the start of the inquiry, the CEBG said it would submit its latest estimates of the comparative cost of generating electricity in coal-fired or nuclear plant, even though the predicted economic advantage of nuclear plant was the centre of its case for building its first pressurised water reactor at Sizewell, in Suffolk. After a four-year inquiry, this case was broadly accepted by the planning inspector.

In its application to build an identical plant at Hinkley, the CEBG is relying more formally on the Government's policy of support for the nuclear sector. However, the planning inspector has asked the board to reconsider its decision not to submit cost estimates.

The Government said in its electricity White Paper in February that for strategic reasons the privatised electricity industry would be required to supply a minimum proportion of power generated in "non-fossil fuel" plant. The CEBG has argued that this requirement over-rides considerations of the relative cost of coal-fired and nuclear power and that the new station is justified on strategic and security reasons alone.

New forces

It is understandable that the CEBG and the Government wish to avoid re-opening arguments which were covered exhaustively in the Sizewell report only two years ago. However, the privatisation of the industry will unleash new economic forces which are mostly hostile to the nuclear industry. Policy towards nuclear power must be thought through with much more rigour than was applied to it in the four paragraphs which the White Paper bestowed on the subject.

Most international studies show that the cost advantage of nuclear power has been

squeezed by higher nuclear construction costs and by the prospect of weaker coal, oil and natural gas prices. In the UK, privatisation will put special emphasis on the high capital costs and the higher economic risks of nuclear plant. This is because the private sector will want a much higher real rate of return on capital projects than the 5 per cent now set by the Treasury.

Until now the British nuclear industry can demonstrate better performance, the private electricity industry is likely to want to minimise its capital exposure by building cheaper and smaller coal and gas-fired plants.

Internal estimates

The Government wants to counteract this tendency by providing a nuclear insurance against future price shocks for fossil fuels. But nobody should be asked to take out an insurance policy without knowing the premium. The CEBG's internal estimates appear to suggest that the highest cost of nuclear power may not be very large, depending on the assumptions made.

If that is so, a modest continuing nuclear power programme could be justified. But the Government has yet to explain how the costs of the programme will be monitored and allocated. Its White Paper did recognise that ministers will need discretion to decide the figure for the proportion of "non-fossil fuel" electricity sold by the industry. This ought to mean that the speed and extent of the nuclear programme will depend on the industry's ability to control costs.

The fundamental need is for the Government to set out fully and clearly why, in the light of the changed circumstances of the British coal industry and the outlook for lower fossil fuel prices, a sizeable investment in nuclear power is still in the national interest. If it remains convinced that despite its higher cost nuclear power is necessary for strategic reasons, there is a strong case for recognising this through an explicit subsidy which would be paid by all taxpayers, rather than by electricity consumers.

Algeria's need for reform

NOT BEFORE time, President Chadli Bendjedid of Algeria has moved to assert his authority and to quell the worst riots the country has witnessed since gaining independence from France 26 years ago. His promise of wide-ranging, if unspecified, reforms might cool passions in the short term. However, he will have to shake up thoroughly a corrupt state and party apparatus if he is to convince a majority of his countrymen to accept a continuation of restrictive economic policies.

The riots are the direct consequence of the austerity measures introduced by the Algerian Government since 1986 in the wake of sharply falling oil prices. Algeria, which was once more than 95 per cent of its foreign income from the export of hydrocarbons, including large quantities of natural gas. As a result of the drastic fall in the prices of its principal exports, its foreign income was cut from \$13bn to \$8bn between 1985 and 1987.

Riots occurred for similar reasons in Morocco in 1981 and 1984 and in Tunisia in 1984, as the authorities in these two neighbouring states cut subsidies on staple foods in an effort to reduce public spending and meet foreign debt repayments. Although austerity measures were initiated three years ago in Algeria, the country was shielded from the need to push through more fundamental reforms for longer than its neighbours because, until 1986, the income from oil and gas exports still seemed relatively secure. Today, Algeria is suffering more because its exports are concentrated so heavily in one sector.

Yet austerity alone does not entirely explain the violence of the mobs. Most Algerians feel that the status of legitimate ruling party, which the Front de Liberation National (FLN) acquired in the bitter struggle against France, has all but evaporated.

Corrupted by power

As in other one-party states, where the opposition has no voice and where the rulers show little respect for human rights, Algerians who were once true idealists in the cause of independence are perceived by much of the population to have been corrupted by power. Ordinary Algerians, most of whom are of peasant stock, are still imbued with a strong egalitarian sense, a legacy of the war of independence. They have apparently found it intolerable that their leaders have failed to practise the economic and social equality which they preach.

Islamic fundamentalist groups have taken advantage of the unrest initially provoked by left-wing elements, both within and outside the ruling party. But there is every reason to believe that economic and political grievances - not religious fundamentalism - were the key factors behind the riots.

Algeria is one of a number of resource-rich countries with relatively large populations which now find that their years of affluence have left them with a hangover. The process of adjustment, as the example of Mexico shows, is painful and requires political determination of a high order. President Chadli has little choice but to continue his programme of economic restraint and to encourage the private sector to play a bigger role as diversifying Algeria's exports away from the oil and gas sector. However, to win the necessary public support for his reforms, he will have to appoint to senior party and government posts a new generation of competent economic and industrial managers.

Daunting problems

President Chadli has taken steps to liberalise the agricultural system by renting out state land and allowing the price paid to producers to rise. But the legacy of collectivisation, the forced pace of industrialisation and the neglect of water supplies and housing remain daunting problems. Despite a sharp increase in the amount of food produced domestically, Algeria still imports over half of its food consumption. And in spite of the building of many new dams, water is often scarce in

Roger Matthews, recently in Rangoon, reports on Burma's slide into chaos

Economic paralysis and political paradox have temporarily become Burma's most visible characteristics as it stumbles towards a future finally balanced between optimism and accelerating disaster.

In the past two months, troops, acting in the name of democracy, freedom and economic liberalisation, have shot dead and wounded thousands of unarmed civilians demonstrating in support of democracy, freedom and economic liberalisation.

It costs a satchel full of bank notes, in kyats perversely denominated in tens, 45s and 90s and worth about \$200 at the official rate of exchange, to rent for the day a beaten up 26-year-old Australian-built car with a plastic can in the front seat acting as the petrol tank and a driver chain-smoking green cheroots.

The cost of using public transport, when it operates, has soared to the point that the average price of a daily return journey to work, often spent clinging to the outside or roof of the vehicle, is equivalent to daily public sector pay rates - about \$2 at the free market rate of exchange. Not surprisingly many workers only turn up on pay day.

In Rangoon's once smart Strand Hotel the only choice offered is between ochre-coloured water from the hot tap and sepiolite-coloured from the cold (the temperature is common to both). The nominal staff-to-guest ratio last week was 70-1. Evidence that a six-week general strike had been broken was provided by two young ladies who sat solemnly for several hours in the hotel's handicrafts shop surrounded by totally bare shelves. They had no idea when, or indeed if, they would ever get any stock, and were not seen again.

Burma's military government is in a similar situation. It, too, has not sold anything for at least three months. It has defaulted on its foreign debt of \$3bn-\$4bn, reserves are below \$20m and all external assistance has been halted. Only senior members of the regime can afford to travel abroad, although the Anglican Archbishop of Burma did receive an official foreign exchange allocation of \$14 to attend the recent Lambeth conference of Bishops.

The regime is also politically bankrupt. During August and September, millions of Burmese thronged the streets of the main cities demanding an end to the government which during the past 26 years has reduced one of Asia's richest agricultural nations into the poorest. At the start of the free market rate its gross domestic product last year amounted to \$1.42bn, not much more than half the market value of the company which owns this newspaper.

When a spokesman for the regime told the United Nations at the end of last week that the situation in Burma was returning to normal, he was all too depressingly correct. More precisely, he could have said that by unleashing the troops to kill demonstrators, including schoolgirls, and to crush out summary executions of student activists, the regime had successfully, if temporarily, cowed the urban population.

As dusk fell each evening last week over Rangoon and the 8pm curfew approached, the games of football in the middle of main roads came to a halt, the ubiquitous kites were reeled in and the emboldened rat population was left to share the streets with the army's night patrol. At the start of the state radio's nightly perorations against "unscrupulous elements" which, it says, are trying to disrupt its plans to bring about free and fair elections. While simpler souls may have been tempted to believe that power grows from the barrel of a gun, in Burma, according to the military, it is democracy which is sprouting.



Buddhist monks join protesters during a demonstration in Rangoon last month

A spent regime clings to power

An Election Commission has been established, comprised of five venerable gentlemen, the youngest of whom is in his early seventies, to make arrangements for the polling. Political parties are being formed - five at the last count - and being legally registered. But there is no freedom of expression, no freedom of association and there is a five-year jail sentence for "hindering" the work of the state. Until those obstacles are removed it will be very difficult to assess the relative stances and strengths of the nascent parties.

Only one man might be able to interpret authoritatively what these contradictions mean for the 38m people of Burma. He is General Ne Win who seized power from the democratically-elected Prime Minister U Nu in 1962 and has ever since led the country down the Burmese Road to Socialism while shutting himself off both from the world and the mass of his people.

Described by one of the few non-Burmese to have met him regularly as "socially, a very charming man", Ne Win's policies smack more of personal idiosyncrasy than a coherent political philosophy and are strongly flavoured by the predictions of his personal astrologer. Those who know Burma well give credence to some of the bizarre ritual acts he is supposed to have performed in order to ward off his astrologer's less happy visions.

The key to understanding Ne Win is said to be a bitter experience in his youth when he ploughed his meagre capital into a small business, was viciously undercut by local Indian and Chinese traders and was ruined. As a consequence, all means of production, distribution and export have

been kept in state hands and virtually all foreign investment barred since Ne Win took power.

Twice he has slashed the country's money supply - last year by an estimated 50 per cent - simply by declaring worthless all notes of certain denominations, a move aimed primarily at Indians and Chinese who dominate the country's flourishing black economy. The fact that the meagre savings of many other Burmese were also wiped out was apparently immaterial.

In July, at the special congress of his then ruling Burma Socialist Pro-

ing to their places of work - although very few are working - his nine-man military administration sees its sole role as maintaining law and order to allow for multi-party elections.

However, it has so far refused to meet any representatives of opposition groups which have in the past few months begun to articulate the demands of the mass of the population. As in other revolutionary situations around the world in the past two decades, it is the disaffected former members of the ruling class who have made the early opposition running.

U Nu, who in 1948 signed Burma's independence agreement with Britain, unilaterally announced last month that he had, at the age of 82, joyfully resumed the premiership seized from him in 1962 and was demanding the regime pass over the machinery of government. Without any consultation he announced the members of his interim government and said last week that he felt betrayed because they had declined to serve. Yet, he manages still to speak with respect, almost affection, for Ne Win and still commands a degree of popular support.

The newly-registered National League for Democracy, which for Western ambassadors in Rangoon is the opposition party offering the greatest potential, is headed by two former military men, Brigadier Aung Gyi and General Tin U together with Aung San Sun Kyi, the youthfully attractive wife of an Oxford academic, whose father is still revered as the leader of Burma's fight for independence. Combining military tradition, historical legitimacy, and a breath of

vitality-needed foreign experience, these three form the nucleus of an organisation which could acquire genuine popular support.

They are starting from zero, just as the Burmese people, 80 per cent of whom live in the countryside, have started a revolution with democracy as the goal, but little knowledge of how it operates or what it entails. The students and Buddhist monks who led the massive street demonstrations reveal enthusiasm and naivety in almost equal measure.

The more radical respond to questions about their objectives with demands for information on where to acquire guns, although they have no weapons training. Thousands of students have fled to border areas where they have received a less than enthusiastic welcome from ethnic groups fighting for autonomy from Rangoon which are themselves short of weapons, ammunition and sometimes food.

It may be a situation which, unresolvable though it may appear to non-Burmese, the military regime thinks it can exploit in order to keep its grip on power. The Burma Socialist Programme Party, has given birth to the National Unity Party, which, if there are to be elections of any sort, would be by far the best-funded and organised. A combination of media control, military intimidation and public ignorance might be enough for a victory to be declared with the opposition parties possibly damned if they do not compete and damned if they do not.

The army itself has maintained its unity due to remarkable personal loyalty to Ne Win among the senior ranks, together with additional food supplies, extra pay and countless propaganda for the men who shoot demonstrators.

But what the regime cannot do is prop up the economy beyond the next few months. Burma is far more resilient than official figures indicate because the public have over the years created their own secondary economy, but even so, many millions of dollars are immediately required merely to make good the damage caused by factories, oil refineries and other facilities by looting and sabotage.

In the wake of the latest killings, the industrialised world has turned its back on the regime. Japan, whose \$200m contribution last year was 80 per cent of its total aid, has told the military that it will only reopen negotiations when a political settlement consistent with the wishes of the Burmese people has been agreed and when economic reforms have been initiated. On that it appears adamant.

By implication, neither condition could be met while Ne Win remains the *de facto* ruler of Burma. The latest batch of rumours has him about to leave for Austria where he is due for annual medical treatment, or alternatively seeking to negotiate a deal with U Nu which would guarantee his safety in the country while undermining the rest of the opposition parties.

If a swift, clean break could be effected now, his successors would face a mammoth task in rebuilding a country which is half a century behind parts of Asia, where the state machinery has virtually collapsed and in which corruption among officials has become a way of life. But longer he delays accepting the inevitable, the more public rage and frustration will build, spilling over into the acts of savagery witnessed last month when four military intelligence agents were trapped by the crowds and beheaded. It was as shocking as it was uncharacteristic of a people who, for all their deprivations, have endured with a smiling fortitude the past quarter of a century.

By unleashing the troops to kill demonstrators the regime has successfully, if temporarily, cowed the urban population

Ne Win staged a tactical resignation but could not bring himself to mention the critical subject of economic liberalisation to which Japan, as Burma's largest aid donor, had linked any further payments. Planned changes announced the following day by the then finance minister were too vague and vague to persuade anyone of the government's commitment and were swayed lost in the storm which came close to sweeping away the regime.

General Saw Mung, the third of Ne Win's acolytes to have attempted to run the Government since the end of July, is making no pretence of economic management. Having terrorised the urban population into return-

ing to their places of work - although very few are working - his nine-man military administration sees its sole role as maintaining law and order to allow for multi-party elections.

However, it has so far refused to meet any representatives of opposition groups which have in the past few months begun to articulate the demands of the mass of the population. As in other revolutionary situations around the world in the past two decades, it is the disaffected former members of the ruling class who have made the early opposition running.

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Calm comes to Chile

Chile has not gone out of the headlines merely because the visiting foreign journalists are packing their bags and leaving. It seems that a genuine calm has fallen on the place after last week's riotous demonstrations celebrating the defeat of General Pinochet. Santiago's central business and government areas returned to its normal bustle and water, cannon trucks and gas canister launchers have been stowed away. Even the stock market has started to go up again, following a sharp drop in the most actively traded shares in the wake of the general's resignation and departure from the country. A popular chant a few days ago called for Pinochet to go to Paraguay.

The return to normality may be attributed to the general Chilean wish not to repeat the experience of social chaos associated with the 18-month year-long coup in 1973. Yet for the moment the opposition is being cautious. It does not want its hand to be forced by the Communist Party and more extreme elements on the left. Consequently it has not yet made any calls for public pressure such as a general strike. That may be very clever: Pinochet still has a chance to listen. On the other hand, he must know that the crowds could be pulled out again, if he does not.

OBSERVER

Not Warburg

The British Government's flamboyant attempt at displaying its European credentials, the creation of Treasury Bills denominated in European Currency Units, got off to a flying start yesterday. Bids amounting to Ecu4.4m were lodged for the Ecu500m one to six month bills on offer.

Unlike auctions of gilt-edged securities, where the Bank of England will take bids over the telephone, all bids had to be presented in person on the proper application form. At least one major London securities house, however, was seen parked outside the Bank with an employee taking last minute bids over a portable telephone. He filled in the application forms and ran into the Bank to lodge them.

Unsung

Lord Carrington, whose memoirs are published this week, was High Commissioner in Australia when England were not doing very well at cricket. After a particularly bad day, Brian Johnston, the commentator, criticised an umpire's decision at a very formal dinner. The umpire, he said, "can't have played cricket in his life." Another guest then lost his temper. "Hasn't played cricket?" he shouted. "He played for South Australia! He played in several Tests! He'd be playing still, if his eyesight hadn't failed!" The speaker was Sir Donald Bradman.

Chicago guru

Leo Melamed, sometimes known as the founding father of the financial futures market, is again congratulating himself on his prescience. Last week he wrote to the Soviet Ambassador in Washington urging the Soviet Union to allow foreign currency trading and move towards a convertible rouble. Melamed is still the guiding light behind the Chicago Mercantile Exchange and he offered the CME's assistance in establishing a market-determined exchange rate policy. The Politburo then announced that a convertible rouble was on the way.

There was a similar coincidence in 1972. Melamed lured European central banks seeking to rally support for the CME's nascent foreign currency futures. At the Bank of England, he recalls, the Governor was polite but firm, stressing that Britain could not participate because of sterling's fixed rate.

As he was leaving, the Governor asked if there was anything else he could do for him. "You could float the pound,"

Tories unite

The postcards from Brighton have been pretty thin on the ground so far, so have the jokes. The main news appears to be that the Tories have decided, once again, not to carry their internal quarrels too far. Some tension was expected when Lord Young, the Secretary of State for Trade and Industry, was preparing to speak in the industry debate. Norman Tebbit, one of his predecessors and not always one of his friends, arrived on the platform 20 minutes before, greeting his wife, Margaret, in her wheelchair. It was a brave return to Brighton for a woman who was almost incapacitated there four years ago and there was great applause.

Young responded graciously in his speech, full of praise for Tebbit and, in reference to the former chairman's book, said that everyone in the Cabinet was upwardly mobile now.

In the same debate a man called Michael Fabricant from South Shields said that he had recently visited the Soviet Union and found everyone very jealous of Margaret Thatcher. They thought her Cabinet was just like the Politburo; all the decisions were unanimous. That was the joke. The point about the security is that it looks much more severe from the outside - as shown on television - than from the inside. Once you are in the complex you tend to stay there; no popping out any more for a walk on the pier.

Nice girl

Advertisement in an Essex newspaper: "Active person required to help on small-holding. Live in, own sitting-room and TV. Suit townsman who would enjoy country life or farmer's daughter."

Melamed said. The pound was floated a few hours later, but not because of Melamed.

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To the Holders of the BEARER WARRANTS to subscribe for shares of common stock of DIESEL KIKI CO., LTD.

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Pursuant to Clause 4(A) of the Instrument dated June 2, 1986 under which the above described Warrants were issued, you are hereby notified that a free distribution of shares of our Company at the rate of 0.03 share for each one share held will be made to shareholders of record as of October 31, 1988 (Japan Time).

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To the Holders of the BEARER WARRANTS to subscribe for shares of common stock of DIESEL KIKI CO., LTD.

(issued in conjunction with an issue by Diesel Kiki Co., Ltd. (The "Company") of U.S. \$120,000,000)

4% Bonds due 1993 with Warrants)

NOTICE OF FREE DISTRIBUTION OF SHARES AND ADJUSTMENT OF SUBSCRIPTION PRICE

Pursuant to Clause 4(A) of the Instrument dated July 15, 1988 under which the above described Warrants were issued, you are hereby notified that a free distribution of shares of our Company at the rate of 0.03 share for each one share held will be made to shareholders of record as of October 31, 1988 (Japan Time).

As a result of such free distribution, the Subscription Price at which shares are issuable upon exercise of the Warrants will be adjusted pursuant to Condition 7 of the Warrants from 898.0 Japanese Yen to 871.80 Japanese Yen effective as of November 1, 1988 (Japan Time).

Dated: October 12, 1988

DIESEL KIKI CO., LTD.

James Buxton asks whether Scotland is enjoying a boom or simply a recovery

Not taking the high road yet

ON the north bank of the Clyde in Glasgow two Victorian buildings, a pumping station and a red brick rotunda, stand in former dockland, their original uses long since abandoned. At the end of last year the rotunda reopened with French and Italian restaurants and wine bars, and later a complex of three classy restaurants opened up in the pumping station.

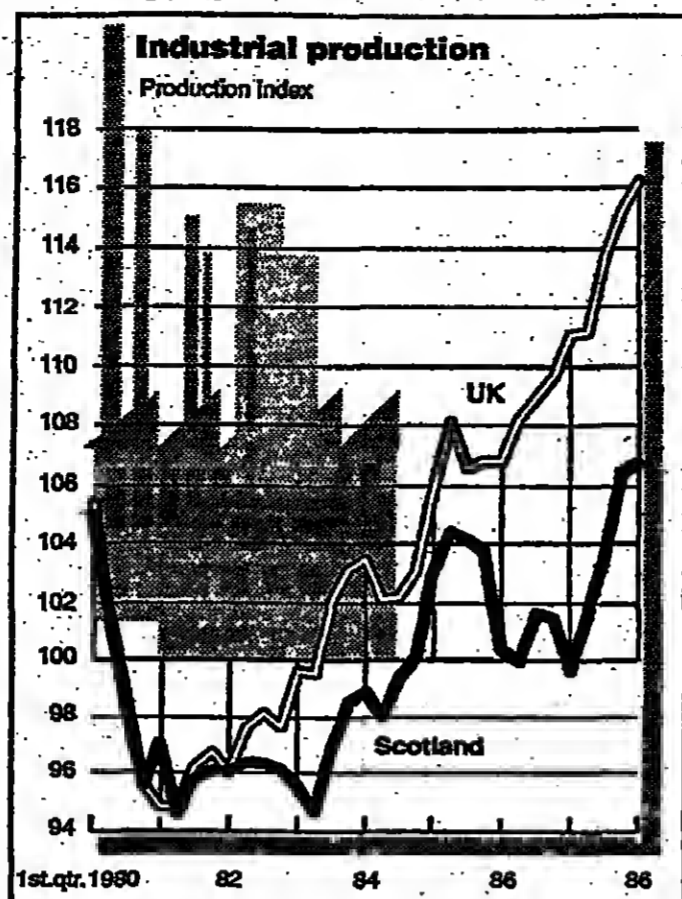
You don't have to go inside any of them to see that they are doing well. You need only look at the Jaguars and the executive Fords and Saabs in the car parks at lunchtime to realise that Glasgow business people are coming to this once derelict location in droves.

This little display of yuppiefication is one of the more encouraging things that are happening in the Scottish economy. In Glasgow a decade of schemes to revive the city are bearing fruit in ways which have the men who lambaste them rubbing their eyes in delighted surprise.

The recently-ended Garden Festival is reckoned to have paid for itself many times over in improvement to the city's image. BP, which promised to move between 50 and 75 senior executives to Glasgow when it took over British in February, is voluntarily transferring 400 to 500 top staff to the city.

In other parts of Scotland, too, there are signs of revival as an economy based more on services and on medium-sized manufacturing enterprises grows from the ruins of one that was excessively biased towards heavy industry. But, just as Glasgow still has appalling housing estate townships and an unemployment rate of almost 19 per cent, so what is happening in the rest of Scotland adds up to much less than the "economic miracle" that Mrs Margaret Thatcher called it earlier this year.

"The Scottish economy is having a recovery, not a boom," says Dr Jim Walker, an economist at the Royal Bank of Scotland. There is no sign of the overheating that is affecting the South-East of England - the roads are not intolerably congested, house prices are not rising, except in a few market sectors. There are labour shortages despite the 11.2 per cent seasonally adjusted unemployment rate (the third worst in Britain), because too many



people are untrained and the skills of the many long-term unemployed have atrophied.

Whereas unemployment in the rest of Britain began to fall consistently from the middle of 1986, in Scotland the fall started a year later and has been slightly slower. The year 1986, good for the rest of the UK, was bad for Scotland as the collapse of oil prices caused a loss of confidence, job shedding and industrial closures in the oil supply industry.

Furthermore the domestic consumer boom which Britain has been enjoying was not what the Scottish economy needed most: its manufacturers are biased towards investment goods (such as Weir Group pumps and IBM personal computers) and are oriented to exports. It was not until the middle of 1987 that business surveys began to record high levels of confidence.

Lately demand from the Scottish economy itself has risen to match that coming from the rest of Britain and from exports. Furthermore this year there are signs of a remarkable upturn in offshore oil development activity, confounding the experts who believed there would be no recovery until crude oil prices got back to \$20 per barrel (they are currently at about \$12).

The industrial sectors that have done well are engineering, food and, until a recent downturn caused by poor exports, textiles. Electronics - concentrated in defence and in largely foreign-owned processing equipment and chip manufacture - has done little more than climb out of its 1985 recession. Construction is flourishing in some areas, particularly Glasgow, and there has been a healthy increase in retailing and financial services.

Mr Grant Baird at the Royal Bank believes Scotland may be growing as fast as the rest of the UK economy.

But now uncertain noises are emerging from industry, though they have yet to be confirmed by surveys. The effects of the recent sharp increases in interest rates are being added to those of the strong pound which has been hitting the export sector.

"The pace here was always slower than the rest of the British economy and the combination of interest rates and the strength of sterling may mean us seeing an erosion of confidence and a slowing down

chisel away at the monolithic housing estates of the Labour-dominated councils, and private state industry, council and hospital services. A plethora of practical and financial aids have sprung up to help more businesses to start up and businessmen to perform better. One of the aims of Enterprise Scotland, the proposal recently endorsed by the Prime Minister for a new, single training and business development agency with many local outlets, is to make these services stronger.

The results are hard to quantify. Figures for new VAT registrations for 1988-89 suggest that Scotland had a faster rate of business formation than other northern regions of Britain, though it also had a smaller proportion of total UK VAT registrations than it has of the UK population.

Local authorities still play a crucial role in determining how fast an area develops. Glasgow's success is partly due to a pragmatic alliance between its Labour council and its business community. By contrast Edinburgh may only now be shaking off some of the shackles imposed by a Labour council formerly unsympathetic to service industries.

In Clydebank, west of Glasgow, the Labour council recently voted by a narrow margin to allow construction by an American company of a private hospital catering only for foreigners which should create nearly 2,000 direct and a further 2,000 indirect jobs in a high unemployment area.

One person closely involved in enterprise development admits: "It's a slow process: it's better than it was but there's an awful long way to go."

Is the root of the problem Scotland's peripheral location, on the fringes of a highly centralised Britain? There is little doubt that far more could be done by a government generally unsympathetic to regional aid to improve Scotland's transport links with the south - by connecting it to the British motorway network, for example, in both east and west. But the positive thinkers, looking to outlying but prosperous parts of the country, Italy or Spain, take a more robust view: the first thing is to generate a vibrant economy, then more people and businesses would stay in Scotland. Here and there are signs that this is happening.

Agricultural trade policy

Why it's time to end the hand-wringing

By Clayton Yeutter and Richard Lyng

UNsound agricultural trade policies affect everyone's rich nations and poor nations, exporters and importers, farmers, consumers and taxpayers.

Farmers are driven off the land, food is produced in the wrong quantities in the wrong places, consumers eat less well than they should, and taxpayers pick up the tab for all the distortions. Developed nations face budget crises, while developing countries simply cannot compete with the national treasuries of the big boys.

This appalling situation has been created by governments, and governments must solve it. All major trading nations share in the blame, and all must share in the solution.

The proper forum for trying to put an end to this madness is the Uruguay Round of the General Agreement on Tariffs and Trade (GATT). Everyone agreed to an attempt at world-wide agricultural reform when we launched the Uruguay Round in Punta del Este in 1986. But we are still in a fierce debate over how far and how fast reform will take place - a question that must be addressed when the GATT trade ministers meet in Montreal this December.

This contentious problem is rooted in the attempt by nations to provide their own farmers with advantages over their competitors. The latter have naturally responded in kind, putting the world into an escalating spiral of government involvement - at great cost to taxpayers, consumers, or both, and often with little or no long-term benefit to farmers.

In many countries, import restrictions and price supports keep internal agricultural prices high, thereby stimulating over-production. When surpluses occur, export subsidies are used to unload them on the world market, thus undercutting the ability of farmers in other nations to make a living. Any country that fails to join the fully liberalised market.

Almost every government maintains distortive agriculture programmes of one kind or another. Our European colleagues have said repeatedly that there are no angels in agriculture trade. We agree.

The question is how do we get closer to heaven?

Some of us have tried periodically to move toward reform on our own, only to see our market share deteriorate. The United States, for example, has taken nearly 80m hectares of land out of production in recent years and we have also reduced target prices. The EC has adopted a "conservation reserve" of its own, though on a much smaller scale of about 1m hectares. The Community's 1988 budget disciplines are also a step in the right direction. Though the disciplines are modest, they none the less constitute a substantial political achievement. The Community has at least slowed the trend toward ever-larger government involvement in European agriculture.

These have been difficult steps for both the EC and the United States. The reason they are so difficult is that political leaders understandably hesitate to forgo a perceived economic advantage unless others are prepared to do the same. Unilateral disarmament is no more attractive commercially than it is militarily. That is why we must attack agricultural distortions multilaterally. We must find solutions that all can embrace - solutions that give no one an unfair advantage over his competitors.

Should we be motivated to find such solutions? We certainly should. A recent study by the Centre for International Economics in Canberra shows that there are immense benefits to be had by all if we can solve this global problem. According to that study, agricultural liberalisation would create 5m additional jobs throughout the European Community, provide a 2.5 per cent increase in the average real wage per Japanese worker, provide a \$26bn annual increase in real income for developing countries, and reduce the US budget deficit by \$37bn. Isn't that worth doing?

Because all of us suffer from this present-day chaos, because government involvement is the primary culprit, and because reform must come multilaterally, the United States believes that the Uruguay Round of trade negotiations is the logical place to develop solutions, and

that the fundamental objective should be to convince all nations to eliminate their trade-distorting policies as quickly as possible. We have suggested doing so by the year 2000.

Our proposal has been called unrealistic by those who believe governments cannot or should not get completely out of agriculture. But the critics, either deliberately or inadvertently, have not paid attention to what we have said. The United States has never suggested that governments get completely out of agriculture. We simply want governments to stop distorting trade. And to stop stimulating excess production which no one wants to buy.

Is it unreasonable to try to do that by the year 2000? We believe not. The economic case for reform can hardly be more compelling; the resistance is political. One can only hope that taxpayers and consumers will indignantly ask their political leaders why it is they wish to continue to distort the marketplace into the next century? Why is it that they cannot exert the political leadership to get this problem solved in the next decade? What is the case for procrastination? And how can one possibly defend the present state of affairs to the developing countries of the world, who suffer the most from these distortions?

The United States is irrevocably committed to multilateral negotiation in agriculture. We have a bold proposal - one sound in concept and in principle - on the negotiating table. Now is the time to negotiate, not just writing hand.

It is important to generate additional momentum for this exercise at the Uruguay Round mid-term review in Montreal in December. What the world needs now is commitment and action at the negotiating table. If that is attainable, we can achieve a dramatic breakthrough in agricultural trade policies worldwide. That is what political leadership is all about.

Mr Yeutter is US Trade Representative and Mr Lyng US Agriculture Secretary

LETTERS

'Political suicide' may be a premature judgment

From Mr Robert C.B. Mackenzie

Sir: Cries of "political suicide" may be premature for General Pinochet.

Robert Graham ("Recovering a lost democracy," October 7) rightly suggests that a Pinochet candidate would have an "infinitely better chance of winning." In other words, such a candidate will be preparing for the elections in December 1989 with at least 60 per cent of the vote - against a series of candidates as yet unknown

and certainly inexperienced (at least for the last 15 years).

These candidates will represent a rainbow of political convictions, including the Christian Democrats and various groupings of the left. They may have agreed on the "no" vote but Christian Democrats will find little in common with the largest communist party in Latin America and the far left, when they try to form the basis of a coalition.

Having successfully restored the democratic process, the

Halting the patent-busters

From Mr J.D. Chapman

Sir: Your article on generic pharmaceuticals ("Copied medications prove a bitter pill to swallow," September 30) did not mention one important aspect.

What is in the UK generic manufacturers play by the rules, the same cannot be said for other countries, both inside and outside the EC. In these areas patent protection is largely meaningless and manufacturers have little respect for the license of right system.

This enables companies to manufacture patented pharmaceuticals for consumption in non-observing territories well in advance of the patent running out. They are then well placed to enter the UK market

Some engineers are at the top

From Mr Denis Filer

Sir, Michael Dixon asks "Lord, how long?" of the sufferings of engineers ("Latest indicators of main executive peak," October 5).

I cannot argue with the fact that chief engineers are bottom of the list compiled by the P-E Inbacon consultancy. There is also a 1988 salary survey produced by Remuneration Economics and The Engineering Council, showing that chief engineers are still below those for other professions.

There is, however, an important aspect which Michael Dixon has ignored. Many engineers figure in categories throughout the P-E Inbacon scale, not just in R&D, sales, marketing and production, but

Royal Opera House development: opening the floodgate to abuse

From Mr James Monahan

Sir, Colin Amery sees the Covent Garden Community Association's objections to the Royal Opera House (ROH) development plan as irrelevant and perverse ("Planners face landmark issue," October 3). He does not ask why the Community Association's legal action in the first place and he sidesteps the legal implications of the consent to the scheme.

Mr Amery is saddened by our expensive legal dispute. So are we. If the development plan had been examined within the appropriate forum of a public inquiry, the Community Association would not have needed to go to law. The controversial nature of the plan justifies, *per se*, a public inquiry.

There are two bodies which could instigate a public inquiry

the major consideration and should overrule statutory plans. We are supported in this by the Town and Country Planning Association and the Countryside Commission. If financial expediency is elevated to this pre-eminent position, then the floodgate is opened to abuse of the planning system.

Lord Jenkins ("Plans that fall sadly short of glory," September 28) expresses basic principles and facts. One fact, conveniently and consistently forgotten, needs repeating: the nation did not spend \$2m buying land for the Opera House so that its directors could build offices and a car park. The land was given to the ROH for cultural purposes.

James Monahan, Covent Garden Community Association, 45 Short's Gardens, WC2

We've answered the call for a Pan-European network

ORBITELE

Sikh gunmen bring death to a rural town

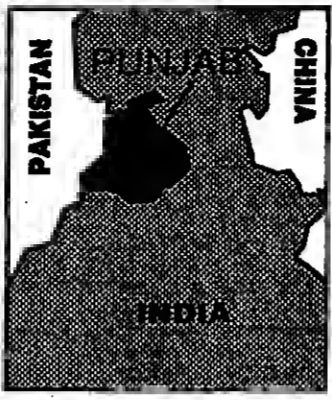
David Housego examines the effects of terrorist attacks in the heart of the Punjab

ANY NEWCOMER to India is instantly struck by the numbing regularity with which newspapers report on their front pages the daily death toll in the Punjab. In the dusty, market town of Sirhind in the heart of the Punjab, 18 people were killed recently by Sikh extremists in one of the worst terrorist incidents of the past few weeks.

At least 15 people were killed, including Mr Bhagwan Das, vice-president of the Punjab Congress I party, his bodyguard and two policemen, in an upsurge of terrorist violence in the Punjab yesterday, the Press Trust of India reported. Reuters writes: More than 2,000 people have died over the past year in a violent campaign by militants fighting for an independent Sikh homeland they call Khalistan or the Land of the Pure.

down roads flanked by maize, rice and sugar-cane fields - a scene of rural peace and prosperity marred only by the visible damage that the recent floods have done to the rice crop. In sharp contrast to the image from the daily headlines of a province torn by violence, what strikes you first in the Punjab is the absence of fear as people make their daily rounds. Violence creeps up announced - as it did two days ago to a Hindu trader in Ludhiana who was shot by terrorists after failing to produce the Rs160,000 (\$11,115) demanded of him, or as it did in Sirhind.

home. A ceremony had just finished in a nearby temple. A police patrol had passed a half an hour before. The shops are run by Hindu traders and most of those returning home were also Hindus. Only two or three Sikhs were killed in the crossfire. It was thus a cold-blooded attack, carried out in a Hindu-dominated area at one of the busiest times of day and when the absence of violence over previous months had lulled people into a sense of security. The death toll ensured that the incident had maximum publicity in the national press. Of the five terrorists who took part, two wore turbans and the rest were clean shaven. As usual, they did not bother to wear masks because they were confident that no witnesses would come forward to identify them. The shopkeepers and other bystanders I spoke to said they had turned their backs or run away to avoid the firing. Accounts of the incident were conflicting - with some maintaining that at least one of the terrorists had been in police uniform. Local police officers deny this. Their first clue to the identity of the killers was the note left on an abandoned scooter which claimed responsibility for the attack in the name of the Khalistan Commando Force - a well-known Sikh terrorist group committed to setting up a separate

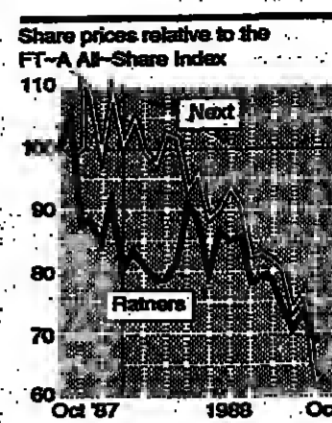


Sikh state. Interrogated before he died, another KCF member, the police say, gave them the names of the five. The police claim they are all well-known terrorists with a price on their heads of between Rs30,000 (\$2,100) and Rs50,000. Two have since been killed including Surrender Singh "Chhinda", said to have been involved in several killings. The terrorists almost never come to trial so it is impossible to know whether or not such claims are true. Some close to the police say that 70 per cent of those shot by the police have been interrogated first. This may be an exaggeration but policy is certainly for the police to depend on their own methods rather than to rely on the judiciary. In the overall battle in the Punjab against Sikh terrorism,

the police claim to be slowly getting the upper hand. "Our reports are that they (the terrorists) are feeling the pressure," says Mr K. P. S. Gill, Director General of Police. He bases that claim on a sharp increase in the number of terrorists killed - more than 500 in the past 18 months as against 118 in the year and a half before that. A large proportion of terrorist killings take place in the districts bordering Pakistan, including Amritsar and Gurdaswar, which have a long history of violence, smuggling and unemployment. This means that other parts of the state are relatively peaceful - although vulnerable to unexpected terrorist strikes as was Sirhind. In Sirhind, the townsfolk have been left stunned by the killings. Paradoxically none of those I spoke to blamed the Sikhs. Some, however, blamed the police - indicating the long haul the police and Government have yet to make to swing public opinion. The police realise that a solution to the Punjab's problems will not come from killing or capturing terrorists alone. That is why many of them are anxious for a resumption of political life in the state - which Mr Rajiv Gandhi, the Prime Minister, hesitantly initiated a couple of weeks ago with his first visit to the Punjab in three years. Opposition parties "national alternative," Page 4

The Ecu's clean bill of health

The Bank of England's first Ecu auction was conducted so quietly and naturally yesterday that it is easy to forget what a bold departure the scheme seemed when announced in the summer. The Bank must have been relieved to see the whole almost four times covered, and pleased at the market's orderly behaviour during and after the auction. Even though all the signs point that way, it is too soon to predict that future auctions will go equally well. The Bank has - somewhat optimistically - chosen even more market makers for a fledgling Ecu bill market than for the entire \$135bn gilt market - which almost guaranteed heavy competition for yesterday's modest Ecu500m offering. Moreover, the serious players probably feel that the time to build up a reputation in this new market is now, when the stakes are low, and so are fighting hard for position. While there may have been some of that yesterday, retail demand also appears to have been encouragingly strong. One advantage of having so many market makers is that 29 sales teams have been out whizzing up interest in Ecu bills over the past month and seem to have returned with healthy bids from a wide spread of European investors.



When a company feels that it is necessary to issue paper on a multiple of a little more than 6 times next year's earnings - to pay for a business which is valued far more highly, and promises that there will be no dilution, then either it has done a brilliant deal, or else it is not playing fair with its shareholders. Obviously, Ratners believes the former to be the case and unlike almost all other fast growing retailers its acquisition track record to date, is hard to fault. There are clear economies of scale, the company is not embarking on an unpredictable diversification move, and while its growth will increase, it will still be below that of Next. Aside from the possibility that the deal may be blocked by the MMC, the main concern is whether Ratners is wise to be getting more heavily involved in an industry whose recent heavy growth rates cannot continue. By contrast, yesterday's dip in Next's already battered share price was clearly unjustified. In its case the move is unquestionably good news, and while it may be interpreted as a forced sale, the management has at least recognised its limitations sooner than some of its competitors.

earn board may be able to sell itself more effectively than OVS could. If the manoeuvre succeeds, and an outside bidder steps forward, OVS dumps its stake for at least 500p a share having bought most of it for 70p less, and given the state of Redfeam's business, OVS could be forgiven for preferring such an outcome. If no one shows an interest - and with the two most likely UK bidders probably ruled out on monopoly grounds, this must be a possibility - then the Australian group turns from seller to buyer. It bids 330p a share for the rest of the company - at 11 times prospective earnings, exactly what OVS says it is worth and not a penny more. In this way, OVS is able to test the competition without going to the expense of launching a full bid - but only if it gets its price right the first time around. If no one offers the asking price, it could presumably get trapped into making a bid at a level which is still too low for most shareholders - a costly exercise which could leave it back in the same unenviable position as before.

Gorbachev likely to meet Deng in Peking

By Peter Ellingsen in Peking

THE FIRST Sino-Soviet summit for 30 years seems certain to take place between President Mikhail Gorbachev and Deng Xiaoping in Peking next April or May. Diplomats and observers in Peking and Moscow say that the meeting so long sought by Mr Gorbachev appears finally to have been agreed in principle by the Chinese. It will result in much closer diplomatic, strategic and commercial links between the two communist powers. The decision to let Mr Gorbachev have his summit with Deng, the supreme Chinese leader, was apparently taken at a meeting of the Chinese Communist Party's Central Committee late last month. Zhao Ziyang, the party general secretary, is expected to extend the formal invitation to his Soviet counterpart following the planned visit to Moscow in December of Qian

Qichen, the Chinese Foreign Minister. "It is no longer a question of if (the summit takes place), but when," said a Peking diplomat. Although much work remained to be done, China now supported the idea of a meeting which would be the first since Mr Nikita Khrushchev met Mao Zedong in 1959. The groundwork was laid two months ago by the respective vice-foreign ministers' meeting in Peking to discuss ways of resolving an impasse over the Soviet-backed occupation of Kampuchea by Vietnam. Although no public solution to the occupation emerged in the talks, Chinese leaders were impressed with Soviet attempts to encourage an early withdrawal of troops, and subsequently softened their attitude to Moscow in general and Mr Gorbachev in particular. Indeed, senior Chinese lead-

ers are concerned that despite his apparently successful shake-out last week, Mr Gorbachev may be threatened by conservatives in the Kremlin who oppose his reforms. Chinese sources say the marked change in Peking's posture toward Moscow has been motivated partly by fears for Mr Gorbachev's survival, and a perception that his dumping would be against China's interests. In an unusual outpouring of support last week, Yang Shangkun, the Chinese President, and Li Peng, the Premier, publicly congratulated Mr Gorbachev on his appointment as President and said they looked forward to improving Sino-Soviet relations. Speaking in Siberia last month, Mr Gorbachev had repeated his desire for a summit and suggested that China and the US join the Soviet Union in a dialogue designed

to guarantee peace and stability in the Asia-Pacific region. Talking about a "zone of joint enterprise" in the Far East, he proposed Sino-Japanese-Soviet economic programmes and backed expanded trade with China. Given the tense history of Sino-Soviet relations, both the speech and the rapid thaw in relations represents a remarkable shift in policy. Diplomatic antagonism has been accompanied along the Manchurian border by military stand-offs since the Soviet Union withdrew all its technicians from China 30 years ago. The Sino-Soviet split originated from China's opposition to Mr Khrushchev's policy of détente with the West. Now Peking, like Moscow, has close links to the US and seeks increasingly close ties to Japan, Australia and even South Korea.

Row likely on EC deal with New Zealand

By Tim Dickson in Brussels

A MAJOR trade deal between the European Commission and New Zealand over Wellington's long-standing access to EC markets for its butter and lamb is expected to provoke an angry response from European farm lobbies when it is announced today. The deal appears to offer valuable new concessions to New Zealand under which the Pacific nation will receive an increase in remuneration which will leave it no worse off. European farm lobbies had hoped that Brussels would pursue even more drastic steps to curtail Wellington's access to the Community's butter and lamb consumers. The issue has raised sharp sensitivities on both sides of the talks, pitting New Zealand's argument that the Community's commitment to trade liberalisation is at stake against growing pressures from the hard-pressed domestic dairy industry that non-EC supplies of butter should be cut back. The key development appears to have been a meeting in Brussels last week between Mr Mike Moore, New Zealand's Overseas Trade Minister and Mr Frans Andriessen, the EC's Agriculture Commissioner. The deal, which has been cleared by top EC officials and which will be presented to today's full meeting of the Commission in Strasbourg, appears to offer valuable new concessions to the New Zealanders in return for overall reductions in their lamb and butter imports. This year's quota of 74,500 tonnes of butter will be cut to 64,500 tonnes in 1989, 61,500 tonnes in 1990, 58,170 tonnes in 1991 and 55,000 tonnes in 1992. As a result, the quantity of New Zealand butter sold to the British consumer will be slashed by 25% over the next four years. But the special import levy which New Zealand producers pay will come down from 26 per cent of the Community's guaranteed intervention price to 15 per cent on 1 January next year. The 265,800 tonnes of lamb (frozen and chilled) which New Zealand is allowed to send to the Community under a Voluntary Restraint Agreement negotiated through the General Agreement on Tariffs and Trade (GATT) will be reduced to 205,000 tonnes. That ceiling, however, is still well above the actual level of imports in recent years, while the limit on Wellington's highly lucrative chilled lamb imports has been set at 6,000 tonnes for 1988. A price surveillance mechanism will be put in place but this falls short of a specific import price guarantee. The Commission's proposal is certain to provoke bitter opposition from France and Ireland, but diplomats in Brussels believe it will be approved by EC farm ministers

Dirty money in clean hands

Continued from Page 1

then be consolidated in a single account and wired to an offshore account. There is then no legal limit under which banks must alert transfers from offshore deposit accounts back to the US. This system still continues to be widely used by organised crime which employs couriers to deposit cash in banks in Southern Florida, California and the New York area. The feeling that organised crime was taking advantage of unmonitored cash operations on a massive scale provoked a big clampdown in 1985. As a result several well-known US financial institutions were scrutinised. Some voluntarily submitted information when pressed. Among those penalised were: Bank of Boston, 20th largest bank in the US, was fined \$500,000 for failing to report \$1.2bn in cash transactions to nine foreign banks. The bank denied any link between the transactions and organised crime but admitted an error of judgment. At the same time a separate case revealed the bank had permitted a "mob" family to run accounts exempt from the rules on reporting cash transactions. Crocker National Bank was fined \$2.25m for failing to report nearly \$4bn worth of transactions between 1980-84. US Treasury officials claimed the large cash transactions appeared to be laundering by heroin traffickers. Bank of America was fined \$4.7m for failing to report some 17,000 cash deposits and electronic transfers in excess of \$10,000.

Bank officials described failure to report these transactions as honest mistakes or administrative oversights. The courts accepted that there was no conspiracy between bank staff and organised crime - at least at a senior level - to launder funds. These cases led to a considerable tightening up of banking practice in the US and in the past two years no instance has come to light of unreported transactions above \$10,000. Tighter bank scrutiny of accounts has therefore put pressure on traditional laundering methods. Yet at the same time the quantities required to be laundered have increased. This means that money laundering has been forced to follow four paths: to become more sophisticated; to extend the system of under-the-table deposits (known as "smurfing"); to use more offshore centres such as Panama; and to try and find dishonest workers in the banking system. The US Government has tightened up its own legislation, the most recent example being the 1986 Money Laundering Control Act, which gives new powers of asset seizure/forfeiture. In the past four years, international co-operation and awareness has also spread with the UK's 1986 Drug Bill permitting asset seizure and scrutiny of bank accounts. In 1987, the US signed a memorandum of understanding with Switzerland over access to confidential financial information.

First UK auction of Ecu bills

Continued from Page 1

prised other central banks in Europe. Italy is the only state to issue Ecu-denominated Treasury bills, but because withholding tax is levied on the paper, foreigners have never shown much interest. Withholding tax is not levied on the Bank of England bills. Apart from the oversubscription, success was also measured by the extent to which yields on the bills were below those on equivalent maturity bank deposits. The yields were as much as a quarter of a percentage point below the rates which banks are willing to bid for Ecu deposits in London. This was seen as a sustainable rate in the secondary market. The Bank was offering Ecu500m of bills and received bids totalling Ecu3.4bn. The Ecu200m of one-month bills were oversubscribed 3.6 times and yielded an average 6.97 per cent. Lex, Page 24

Tokyo minister named

Continued from Page 1

director of Nippon Telegraph and Telephone, the telecommunications group, and a former director of the company. Recruit has a lucrative contract with NTT for handling sales of second-hand telephone equipment. Meanwhile, Mr Hiromasa Ezoe, the former chairman of Recruit who resigned after the scandal broke, yesterday refused to appear before a parliamentary committee investigating the affair. He pleaded sickness, submitting doctors' reports which said he was suffering from "psychosomatic" problems including a loss of appetite and an inability to sleep. He said he had been in hospital since July 28. LDP politicians suggested to the opposition that Mr Ezoe might be interviewed briefly in his hospital bed. But the opposition is unlikely to be fobbed off with anything less than a full-scale investigation.

IN INTERNATIONAL INVESTMENT, THIS IS OFTEN THE SHORTEST DISTANCE BETWEEN TWO POINTS.

Advertisement for Kuwait International Investment Company featuring a map of Kuwait and a hand holding a pen. Text describes international investment services and contact information.

WORLD WEATHER table with columns for location, temperature, and other weather-related data.

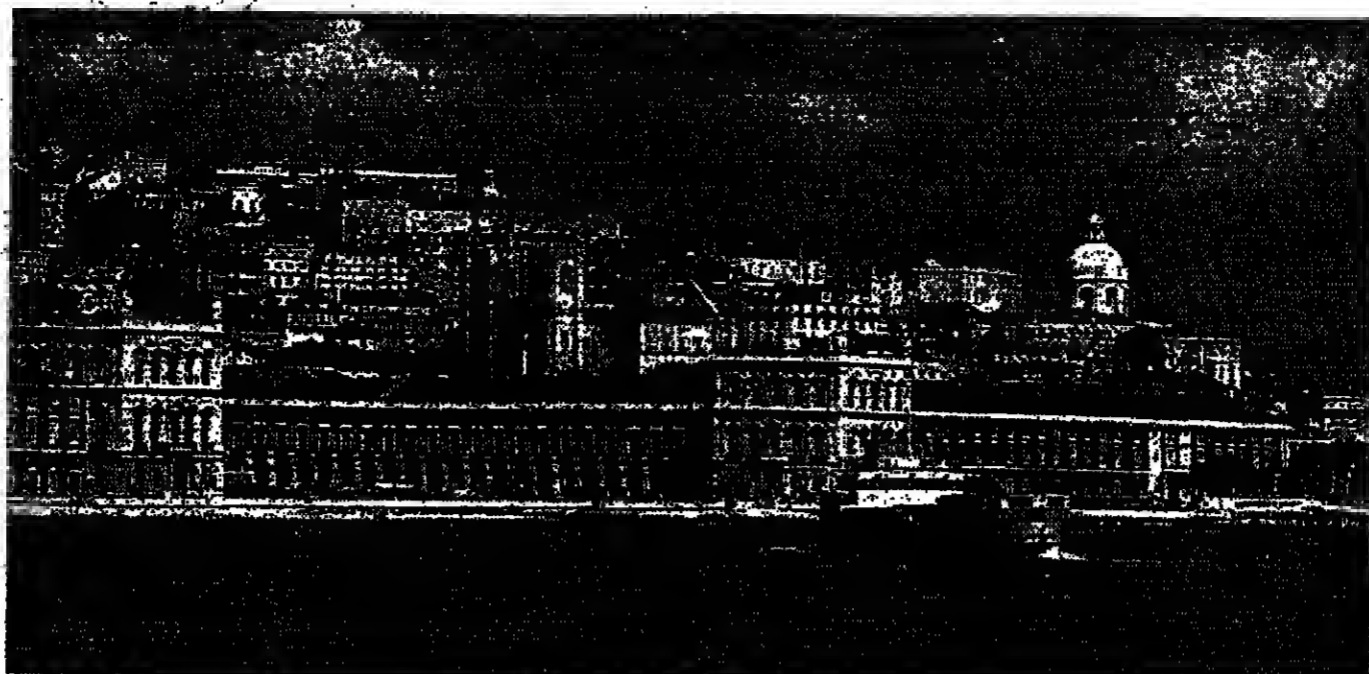
Advertisement for Kuwait International Investment Company with Arabic text and contact details for the company's office in Kuwait.

FINANCIAL TIMES SURVEY



After years of backwardness, isolation and economic protection Portugal is now on

the road towards European integration. Diana Smith looks at the country's two years of EC membership and the changes that still have to be made as 1992 approaches



Portugal



Lisbon from the river Tagus: the city is only now getting over a fire which devastated the 19th century Chiado shopping district in August. Above: Rosa Mota the athlete who took the marathon gold in Seoul, last month and showed the world the best of Portugal

In the steps of Rosa Mota

ROSA MOTA, the tiny Portuguese marathon heroine who fought her way to Olympic gold on the hot and humid streets of Seoul, today stands as a symbol of the seemingly impossible that can be achieved. All it needs is the application of stamina, unshakable determination and a willingness to endure pain.

Carlos Lopes performed the same feat in the Los Angeles Olympics four years ago. The two champions have shown the world the best of Portugal. For Rosa Mota, victory was not just a matter of super-running against strong competition. She fought her way to Seoul in spite of the shabby carpings of pompous Portuguese Athletics Federation officials. In spite of the pressure, she was a rare example of grace under stress.

It with good professional advice and tests it against equally-strong talents, can triumph against stuffy bureaucrats who try to whittle a precious asset down to a size compatible with their limitations. Portugal is now running its hardest marathon. The course is rough and long. The country is leaving behind generations of backwardness, isolation and economic protectionism. Now it is pounding towards the goal of development, European integration and an enhanced international status.

As it labours towards that goal, a vast learning process is under way. Individuals are discovering new strengths. Officials are learning to accept new limitations, resisting the temptation to force citizens into centrally-planned moulds. The country is rethinking its natural, human and intellectual resources.

In education, priority is at last going to the best possible training of children and adults. Mr Roberto Carneiro, the idealistic Education Minister who was instrumental in unblocking Rosa Mota's road to Seoul, is battling to undo in a few years the mistakes and neglect of centuries.

In agriculture, which still absorbs 20 per cent of the active population, great strides have been made towards more rational distribution of the right crops for the right soil conditions, quality and understanding of fundamental laws of farming. Portugal has successfully negotiated in Brussels for a well-financed, balanced transition from unproductive outsider to full member of the Common Agricultural Policy.

Industry too, will be assisted in its difficult transition towards EC integration. The young, open-minded team at the Ministry of Industry, Energy and Mining is on the one hand striving to provide intensive care while the ailing state sector is pruned, and on the other trying to meet the needs of a fast growing private sector.

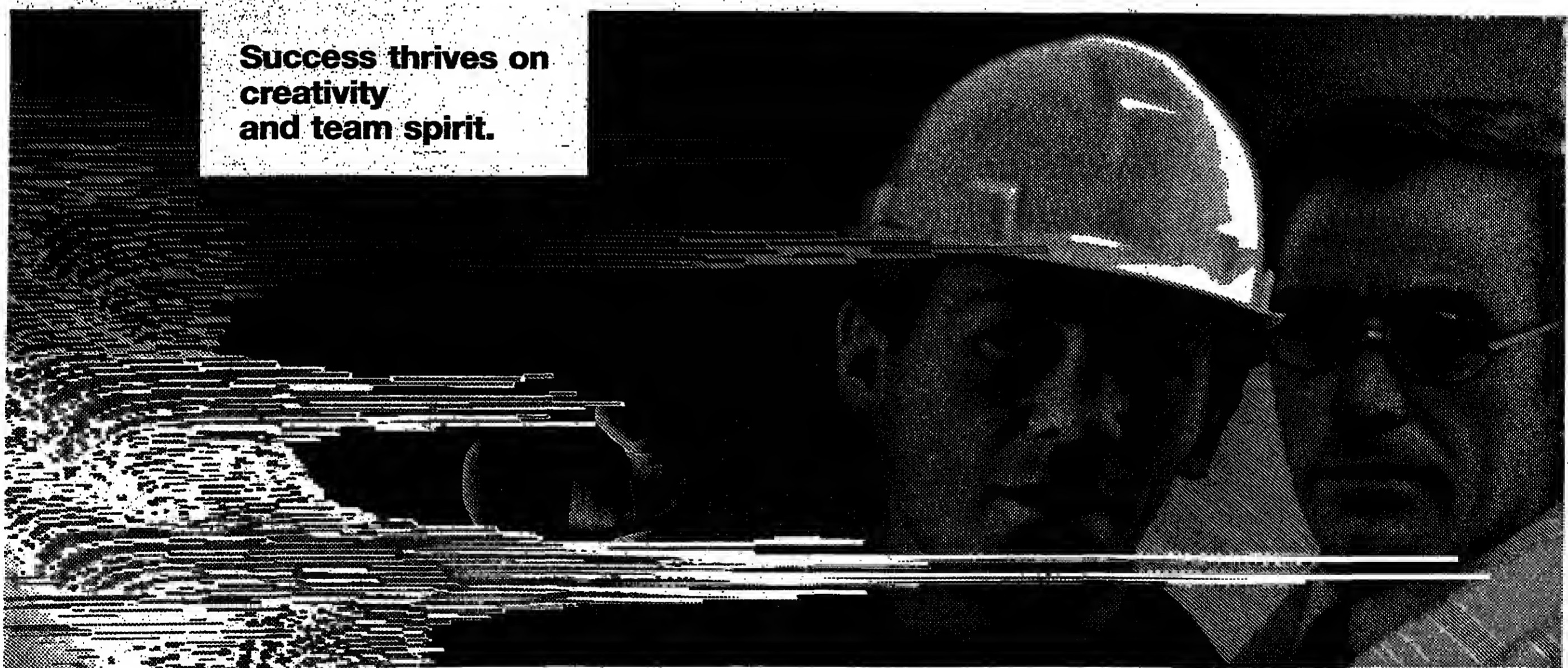
Portugal abounds in small industries. Their chances of survival depend on their capability to keep up before the earthquake of 1992's single EC market and the tidal wave of competition that will follow and never again recede.

In tourism and the arts, Portugal is learning to speak with many new voices, showing to European partners an undiscovered country from which travellers return with a sense of pleasure at having found secrets that until now the Portuguese had kept diffidently to themselves: their architecture and scenery, their gentle hospitality and good, simple food, their folk and classical musicians, designers, painters and dramatists, cinematographers and poets who may now share ideas and aspirations more freely with European and other counterparts.

INSIDE: Economy: Conflicting personalities 2; Constitution: Horse trading over reforms 3; Modernisation: Bankers in front line 7; Education: taking priority 11; Tourism: Boats of Lisbon 14

how to listen and convince himself and professional colleagues that it is worth paying attention to and respecting non-crowns. For it is a reluctance to listen - on the economy, labour and health issues - that has triggered unnecessary conflict. "Papa State" in 1988 is not always inclined to respect the intelligence of citizens tired of peremptory decisions.

Meanwhile, Portuguese citizens - like Rosa Mota in her marathon - are learning that with patience, an ability to pace themselves and a capacity for pain, battles with obdurate officials can be won. Their reward is a new sense of dignity. No longer are they the deferential cogs in a system where once everything was *inho* - a phrase that harks back to the *homeminho*, the little man in his little house with his little job.



Success thrives on creativity and team spirit.

If a company intends to be one of the leaders in its industry, it must do more than merely keep pace with the requirements of market, environment and society; it must play an active part in helping to shape progress.

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PORTUGAL 2

ECONOMY

A mix of three conflicting personalities

THE 1950s film, *The Three Faces of Eve*, portrayed a woman with three conflicting personalities.

The Portuguese economy suffers from a similar clash: one Eve is sunny and healthy, the second is slightly furtive yet assertive, and the third is lethargic and at times intractable.

The buoyant face of Eve is one of energetic consumption, rising living standards and dynamic growth of investment and production, with massive funds from the EC and a domestic budget for better infrastructure that can move goods and people faster and more efficiently. This young people and adults can be educated for a skilled role in their country's life, agriculture and industry boosted, the quality of tourist facilities and of telecommunications raised and Portugal strengthened as never before.

Investment grew by 15 per

ise and mechanise. In the north, factories are expanding rapidly and adapting to European standards.

Investors from the EC and from the US, South Korea, Thailand and Japan are setting up new plants, forming joint ventures with Portuguese operators or acquiring companies. After a difficult period Japanese investment picked up when Portugal joined the EC. Settsu, Japan's largest paper board corporation, has just bought 15 per cent of the fast-growing Portuguese paper company Matrena.

People are not just coming to visit as tourists or set up companies - foreigners have bought real estate worth \$400m

	Apr 88	Apr 87
Current account	1119	636
Merchandise (fob)	-1982	-3506
Services	587	1282
Medium and long term capital	-902	80

It makes a change from emergency gold sales in the late 1970s and swags of gold for emergency Bank for International Settlements financing in the early 1980s.

GDP this year is expected to grow by 4 to 4.2 per cent - compared with 1987's 5 per cent. The authorities seek 3.5 per cent in 1989.

Were this all to the economy, there would be unreserved cause for the self-praise that the Prime Minister and Finance Minister delight in. But there is more.

The second face of Eve is the submerged, small-time, odd job economy that may represent as much as 20 per cent of GDP.

It relies on cheap labour, often female or juvenile, on ingenuity rather than efficiency and tinkering rather than management.

Pre-1974 Portugal was a nation of a handful of big-time farms and a vast majority of tiny farms, tiny shops, tiny factories with fewer than 10 hands, doing things on the cheap in blithe disregard for quality control, delivery dates or market rules. What mattered was to do something, whether it was effective, was another matter.

Standards were not too important when colonies could only buy from the motherland. The sales of new competition have blown thousands of little manufacturers into rough water. Clients now demand higher quality and punctual delivery, while education is catching on, reducing the once-huge pool of docile labour prepared to work 12 or 14 hours a day for meagre subsistence wages.

EC membership exacts a high price from those who have not been equipped to handle it: just as the new colossal, cheap and efficient suburban hypermarkets are gobbling up the small traders.

The submerged economy keeps unemployment low at 7 per cent and offsets a disgraceful lack of welfare benefits; it absorbs the less-gifted into some kind of occupation but, while in many respects it is

hardworking and self-starting, its inefficiency, introversion and ignorance of the rules of modern business are obstacles to rapid development.

Which brings us to the third face of Eve: the state. Its plans and lethargic passion for regulations, its 500,000 under-occupied, often under-skilled employees (30,000 do not even have the minimum schooling now required by law), its 150 nationalised companies and their \$9m losses, its uncompetitive structures shielded by budget and capital endowments.

Papa State has been Portugal's biggest obstacle to progress since it settled colonies in the 16th century and created bureaucrats to teach them how to behave. Eyes firmly turned inward while the world changes around them, Portugal's technocrats and bureaucrats have ever since tried to teach the nation and its investors how to behave.

The public sector, plus central administration and their financing needs which only massive pruning and/or privatisation can restrain, causes deficits. Tax revenue creeps up (not as fast as it could were the system not so inefficient, punitive and an inducement to evasion), current spending is shaved a bit here and tinkered with there, but the state still employs 600,000 people ("to sack state employees would be politically impossible," said the Prime Minister a year ago) and the deficit of the state's flabby persona devours 9 per cent of the (increased) GDP.

"The state is in depths of debt which officials who claim 'Our economy is rosy' breezily gloss over: the accumulated public debt is 80 per cent of the increased GDP. In sum, the debt has ballooned, not shrunk, in real terms: 80 per cent of \$65m is \$49m, meaning that each citizen's share of the debt is \$2,800 - more than a year's wages for the mass of Portugal's low paid workers.

This is nothing to crow about. And it warps the economy, fuels endemic inflation, and militates against private

End of period outstanding amount	1982		1983		1984		1985		1986		1987		1988	
	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Apr	Apr	
Non-monetary debt	12.8	13.3	13.9	15.6	15.4	17.6	18.6							
Monetary debt	0.71	1.15	1.05	0.99	0.88	0.79	0.46							
Total debt	13.5	14.4	14.9	16.6	16.3	18.5	17.1							

enterprise. Each year the state borrows more to service the debt it has borrowed to service - and so on. The vicious circle can be allowed but not stopped by funds accruing from privatisation but delays by every government since 1975 in using the surgeon's knife on its creaking red-tape obsessed machine have cost Portugal dearly.

Despite improvement, Portugal still lingers on 'ambivalence', obliging entrepreneurs to postpone important decisions while they wait for a Minister or his department to agree to what in other countries would be handled by autonomous bodies.

EC membership has exposed state lethargy to some electric shock treatment. The Treaty of Rome bans state trading

monopolies in which Portugal specialised, and Brussels disapproves of governments taking over huge debts of the state's worst losers (steel, basic chemicals and shipbuilding) - unfair competition, it says.

It is a bit of a trauma for the country's technocrats, used to inventing rules and changing them at will, to be rapped smartly over the knuckles by Brussels.

Another welcome change is abolition of the Foreign Investment Institute, established 1976 to channel, authorise and control foreign investment. Gone - unless Bank of Portugal bureaucrats amend ways they now are now open-minded, and revert to the dreaded days of professional analysis of and comment on

every slip of paper that came their way - will be the selection of would-be foreign investors to lectures by investment institute officials as to how to run their business.

It is a bit of a trauma for the country's technocrats, used to inventing rules and changing them at will, to be rapped smartly over the knuckles by Brussels.

That assumption explains the shadows passing over the sunny face of Eve, and why the body economic steps out briskly with the right leg but limps with the left. Corrective massage has been applied in the last couple of years but not enough for the patient to walk with untroubled ease.

Diana Smith

INVESTMENT INDICATORS (Year on year percentage changes)

	1983	1984	1985	1986	1987
Machinery imports*	-15.4	-14.3	4.9	24.3	38.6
Commercial vehicles sold*	-34.6	-32.0	-2.1	36.1	71.1
Construction sales	-2.1	-12.7	-4.0	2.9	7.6
Cement†	-23.6	-5.3	-10.8	18.5	32.9
Steel††					

Sources: Direcção-Geral de Comércio Exterior, Ministério do Comércio Automóvel de Portugal, ICMOP, VIDEORRENTAS NACIONAL.

CONSUMER PRICE INDEX (1976 = 100)

	1983	1984	1985	1986	1987
Food and beverages	423.5	563.5	651.9	711.4	773.7
Clothing/footwear	397.8	494.9	610.2	733.3	872.3
Housing expenditure	417.3	558.3	685.4	736.1	790.4
Miscellaneous	387.3	483.1	605.9	699.6	751.7
Total (excl. house rents)	414.5	536.1	639.5	714.3	781.7

* Annual indices. Source: ICM.

cent in 1986 and 19 per cent in 1987. It is paying off in 1988's industrial production growth of 6 per cent to June despite a drop in food processing caused by bad weather and more food imports from Spain.

Real wage gains in 1986-1987 kept private consumption brisk, with 9 per cent growth last year - an inflationary factor to be watched, while remembering that Portugal started from far below EC averages. The forecast for 1988 private consumption growth is 5.8 per cent, held back by the double blow since June of high inflation and tough containment of state sector wages (but not of private sector salaries).

Exports in 1987 reached a record \$8.1bn, and grew by 11 per cent to June 1988. They are outstripped by imports - \$12.5bn in 1987 and likely to grow by 17 per cent in 1988.

But in this import growth is a strong capital goods element reflecting the desire to modern-

this year, more than ever before in Portugal's history.

In 1988 direct new foreign investment (portfolio investment cooled in the stock market slump, from last year's \$700m) may reach \$1bn, a figure that exceeds the stock of direct foreign investment from 1926 to 1986.

External accounts, despite a widening trade gap (\$2.12bn by June) are still in the black, thanks to capital flows and easier servicing of a lower foreign debt.

Strong currency reserves let the authorities cut the gross foreign debt by almost \$3bn since December through early repayment. The Republic of Portugal has thus repaid more than it borrowed for the second year running. At market prices, gold reserves of \$25 tonnes plus currency reserves cover the \$18.1bn foreign debt: to enhance them the Bank of Portugal recently bought three tonnes of gold.



KEY FACTS AND STATISTICS

Title: The Portuguese Republic
 Population: 10.3m.
 Capital: Lisbon; main cities - Oporto, Setúbal, Coimbra, Aveiro and Braga.
 Language: Portuguese.
 Labour force: 4,579m
 Area: 92,072 sq km.
 Head of State: President Mário Soares.
 Head of Government: Prime Minister Aníbal Cavaco Silva.
 Political system: Republic with legislative power vested in the Assembly of the Republic and the Government.
 Ruling Party: Social Democratic Party (PSD).
 Currency: Portuguese Escudo (Esc), equal to 100 centavos.
 Exchange rate: Esc 154 equal to the US\$1; Esc 259 to £1, (Sept. 1988).
 GDP, 1988 forecast increase: 4% to 4.2%; 4.7% in 1987.
 GDP per capita: \$3,677 in 1987.
 Inflation: 10% in August, 1988.
 Trade: imports, half-year to June, 1988, up 9% to \$8.8bn; exports up 12% to \$4.5bn.
 Industrial production: 3% growth rate in half-year to June, 1988.
 Current account balance: forecast for 1988, \$50m.
 Foreign debt: \$16.1bn in June, 1988.
 Debt service: as a % of GNP: 11.75%
 Gold and currency reserves: \$16bn.
 Employment sectors: Around 22% of Portugal's labour force is engaged in agriculture, 38% in secondary sectors and manufacturing and 40% in services.
 Unemployment rate: 6.6%.

Sources: Caroline Bell, FT Statistics Department; Bank of Portugal and government departments.



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PORTUGAL 3

CONSTITUTION

Horse trading over essential reforms

THERE CANNOT be many members of the European Community with anything like the following sentence in their constitutions: "All nationalisation measures carried out since 25 April 1974 are irreversible conquest by the working class."

That is Article 83 of the Portuguese Constitution, drawn up after the 1974 revolution that overthrew 48 years of dictatorship and amended once, in 1992, to abolish the dominant role of the military in politics.

The Portuguese Left, a shadow of its powerful self of 1974, is still able, nevertheless, to use the Constitution in the courts and were it not for the willingness of the largely centrist Socialists to connive at changing it, the Government would be without answer.

As it is, Mr Cavaco Silva's first year in office with a majority Government has not been glorious. The Government bungled badly following the 1987 stock market crash, first by not reacting, then over-reacting. It lifted the trading floor and ceiling on the Lisbon bourse with the result that it remains the only European stock exchange yet to make a credible recovery from last October 19.

Earlier this year the Government suffered another setback when an attempt to change labour laws, to make it easier to dismiss workers, was turned down by the courts on constitutional grounds.

They risk handing the PSD a major political triumph if they do. The opposition started the talks with three objectives: ● Introduce a West German-style mixture of direct and proportional representation in national elections. ● Reform the constructive motion of censure used to unseat a government. ● "Clarify" the economic system.

The Government turned its nose up at modifying the censure motion - it would have said that parties introducing the motion would first need to demonstrate that they could form an alternative Government.

There is a complicated way around that but opponents of any change, primarily the Communists, may challenge it and long court delays could play havoc with economic planning as 1992 approaches.

Peter Bruce

THE COUNTRY'S LEADERS

The old rivalries remain

THE PORTLY one works just outside town in a pink palace. The thin one works just behind Parliament in a white town-house. Between the two men lie not just the two miles separating their places of work but so many contrasts that under mundane circumstances they might never have met.

Entente cordiale notwithstanding, the two men are unlikely to become cronies and their rivalry is reflected in public opinion polls where 'Uncle Mario', as Portuguese of many miffed call the President, has a strong lead.

How can he lose? If inflation rises or labour laws turn tough, it is not up to Mr Soares to find solutions. He can listen to citizens' grievances while never being seen to touch official policy.

The job suits him Mario Soares, the people-person. When he was Prime Minister in 1976-78 and 1983-85 he was fitly discussing technical issues in Cabinet; he needed to be out listening, arguing and commiserating or joking with as many people as he could cram into a day.

Being President has given Mr Soares licence to do what he loves. His all-embracing ways, taking himself, aides, bag and baggage for weeks on end to provincial capitals to show the people that the highest office in the land keeps its doors open to them, seem to come easily to the much-maligned bourgeois who once a man of the left who fiercely opposed the right-wing Salazar dictatorship and was jailed and exiled for his pains, then as fiercely opposed the Communist bid for hegemony in the 1974-75 revolution.

The battles are over. Now Mario Soares represents to the Portuguese a vein they like to see in themselves - hospitality, tolerance and coziness. No one would accuse Anibal Cavaco Silva of coziness.

As the State persists in 1988 in preaching rules to the financial community, the technocratic background of Mr Cavaco Silva and many of his Cabinet colleagues is under increasingly-critical scrutiny.

Some people briefly called Mr Cavaco 'Mr Thatcher' when it seemed he might speedily whittle down the overweight State and give private enterprise free rein.

Diana Smith



Anibal Cavaco Silva, Portugal's Prime Minister



Mario Soares, Portugal's President

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PORTUGAL 4

The north faces a critical situation as free trade dawn of 1992 approaches

Region has outgrown ramshackle infrastructure

THE NORTH, heartland of Portugal's private sector, is working towards Europe's free trade dawn of 1992 with one arm tied behind its back.

Even before the country acceded to the EC, the region had outgrown its ramshackle infrastructure. Today, the situation is critical.

Government analysts for once agree that the problems of communications — both telephonic and transport — are not only the biggest drag on the region's potential to compete, they are also the largest disincentive to incoming foreign investment.

Examples are endless. To drive, for instance, from Oporto to Braga, just 40 kilometres, motorists must allow one hour and an half, while in five days of repeated attempts your correspondent was last month unable to telephone Madrid, despite clear lines through to Brazil.

Such hurdles do not sit comfortably with a region that otherwise is now, after initial doubts, looking to the era of a barrier-free Europe with more optimism than trepidation.

Infrastructure apart, Portugal's enterprise-oriented north is convinced that its low labour costs, willing workforce and already export-conscious economy has much to gain from greater access to a market of 300m consumers.

With well-established textiles, clothing, footwear, wines,

cork and metalworking industries, the vogue themes now are improving quality and finding "niches" — key gaps in EC manufacturing where economies of scale do not apply and large corporations prefer to sub-contract.

The Portuguese have come to realise that joining the Community does mean a much bigger opportunity to do what they do well: create flexible small and medium-sized businesses able rapidly to exploit any chance available.

Before these goals can be achieved, however, substantial work must be done to build up communications. In fact, elaborate schemes, including road improvements south to Lisbon and east-west from Aveira as well as within the Oporto district, are planned and under way.

Considerable progress has been made on a new international airport and to improve rail services to Lisbon. But despite grants and loans from the World Bank, the European Investment Bank alongside the EC itself, in many cases plans are not matched by funding.

Mr Ludgero Marques, president of the Oporto-based Portuguese Industrial Association (AIP), insists that the capital is still biased against the region. "We make up 50 per cent of gross domestic product, 65 per cent of exports and have a much more dynamic tradition than the south, but we are

much weaker on infrastructure," he claims.

"The North has so many needs and resources spent here give much better results — we must have more help."

Funding notwithstanding, however, the region is getting on with the process of adapting to the new, medium-term outlook. Most significantly, the challenge of 1992 has fuelled the development of a handful of diversified holding companies that, it is hoped, will feed not only seed capital into the region, but also joint ventures.

Groups like Sonzi, Amorim and Eulio Pinho, while often traditionally based around an original family company, are now diversifying from their core businesses. Giving sound backing to the new private sector banks, these companies are opening at least some of their shares to stock market quotation and looking for partners abroad.

Ms Jacklyn Cahill, the respected US consul for Oporto, believes that these links — Sonzi with French hypermarket interests, for example, Amorim with entrepreneurs like Carlo de Benedetti and Robert Maxwell — could form the motor for new growth in the region.

"As little as four years ago, everything was gloom and doom," she says. "Now the atmosphere has changed completely — you can feel the energy."

Shoemakers, the ready-to-wear clothing business and even small metalworking groups have seen orders expand in the last two years and new industries, such as the farming of sea algae, are emerging.

Nevertheless, Ms Cahill admits that scale is a factor that cannot be ignored, though in some cases it works to Portugal's advantage. Local producers, for instance, cannot compete with Spanish pepper production, but when it comes to certain specialist peppers they can fill the niche effectively and profitably.

Early season vegetables and cut flowers are two other sectors where the region's mild climate might enable it to steal

a march on rivals if the investment opportunities were there, but land tenure and ownership laws and the lack of expertise and economies of scale are a major hurdle for agriculture.

Indeed, there is genuine and justified concern that a totally free EC market will swamp local producers.

Nor is the prospect of really substantial incoming foreign investment likely in the manufacturing sectors. While Dow Chemical and Texas Instruments will maintain and possibly expand their current activities and others, such as Coats Vyeila, the UK textiles giant, have also increased their investments, the crucial battle for the region's future lies with local middle-sized and smaller

firms, many already quite highly geared.

"A fully integrated company, well capitalised and structured should continue to do well," one local banker observed.

But the crucial labour cost benefit could easily switch across to South-East Asia — it is here that many companies, particularly in textiles, have got to be careful.

Regionally-based officials of the planning ministry are more than aware that the "niche market" philosophy is the key. "We look at the EC not simply as a market, but also as a battle-field between different regions," says Mr Antonio Taveira of the ministry.

"In the Galicia market for

textiles, for example, we are battling with Catalonia."

Mr Taveira admits, however, that poor infrastructure is a central problem. "What we have got here is a number of markets separated by traffic jams," he ruefully observes.

Some 30 per cent of total EC regional funding designated for Portugal, valued at about 250m, will be assigned to the region, but billions more are needed. In telecommunications also, desperate efforts are needed to overcome two-year-long waiting lists for telephones and four for telex.

But despite these problems, there are encouraging signs in the north. A new business school, part EC funded, is

opening in Oporto. The prospect of 1992 is forging new management skills and alliances and new thinking about companies' size and imagination about where new markets lie.

Despite the customary griping about Lisbon, Portugal's northern region is confident that with or without the capital behind it, it can and will come through.

"What we need is quality, versatility and an ability to adapt rapidly to changing circumstances," concludes Mr Marques. "We have always been good at adapting — these are optimistic times."

Ivo Dawson



Northern Portugal: the region's main problems are in transport and telecommunications



Historically a seafaring nation: this shipyard is just outside Lisbon

PORTUGAL IN THE EUROPEAN TELECOMMUNICATIONS

ENVIRONMENT

Portugal's telecommunications have been developed with a view to meeting the actual requirements of Portuguese society.

In as much as our country's economic and social development after World War II lagged well behind the standards reached by most other European countries, the telecommunications market did not generate such demand pressures as would have produced greater development.

Over the last few years, however, stepped up efforts are being made to improve conditions and achieve a significant change, particularly as regards modernizing and expanding the telecommunications system.

There are three producers in this subsector — CTT, providing all the postal and those telegraph and telephone services not obtainable from the other two concerns; TLP, providing Telephone services in the two main cities (Lisbon and Oporto); and CPRM providing intercontinental telegraph and telephone services. Their performance has been quite dynamic and up to a high standard in preparing to meet the challenges lying ahead.

The communications facilities they operate represent a significant proportion of Portugal's tertiary economic sector. Taken as a whole, in 1987 they employed 5.2 thousands of the Portuguese labour force, they accounted for 32.5 thousand escudos out of each million invested (GFCF) and they generated 70.6 thousand escudos per million of gross added value.

ORGANIZATIONAL STRUCTURE

The telecommunications subsector is made up of only three operating concerns is owed to historical reasons. CTT (Correios e Telecomunicacoes de Portugal) grew out of the old National Mail Service by installing and operating the various voice and cable networks made available by technological advance except for those in the cities of Lisbon (the capital) and Oporto which were built and operated under concession by Anglo Portuguese Telephone Company (APT). Upon termination of the concession agreement, a public company called Telephonos de Lisboa e Porto (TLP) was created expressly to take over from APT. As for Companhia Portuguesa Radio Marconi (CPRM) it is a joint stock company majority-owned (52%) by the State who operates intercontinental telecommunications under concession.

The capital of the first two concerns, CTT and TLP, is wholly-owned by the State and they are run by a single Board of Directors. They stand well out in the national business ranking:

- CTT is first as to number of workers and gross added value, third as to net worth, fourth as to net assets and fifth as to turnover;
- TLP ranks fifth as to number of workers, sixth as to gross added value and ninth as to net assets

At the present time, a major restructuring of these concerns is in course of implementation. The Policy Program adopted by the government provides for separate mail and telecommunications operators and it is intended, at the same time, to share out the capital of these concerns to private enterprise in proportions to be set by the Government.

Regulating and inspecting functions and, specifically the powers of surveillance over the radio-electric spectrum as well as of approval and certification of equipment, which until now pertained to CTT, will be transferred to a new body being set up, the Instituto das Comunicações de Portugal (Portuguese Communications Institute).

These changes, apart from streamlining the organizational pattern, will meet the guidelines of the "Green Book" — a set of rules for development of a common market in telecommunications services and plant.

COMMON POLICY IN PORTUGUESE TELECOMMUNICATION

Portugal has been a party to the shaping of a common policy for the relevant sector and there has been no significant disagreement with the broad principles adopted by the EEC.

Some reservations will have to be made, however, in view of the country's special position in terms of relative size and rate of development.

The operating concerns also take an active part in community programs for Research and Development with the emphasis on RACE (Research and Development in Advanced Communications Technology for Europe) under which 12 current projects receive Portuguese contributions. Contributions to several of these projects are coordinated by the CTT's Telecommunications Research Centre.

This unit has merited some international recognition for development work on both digital and analogical network systems and auxiliary equipment, including an integrated invoicing system which is being fitted to Electromechanical Exchange Gear (SIFAC) and a system for operations, management and maintenance of analogical and digital networks (OSCAR).

Two operating concerns, CTT and TLP, are the recipients of financial support under the STAR (Special Telecommunications Action for Regional Development) program in the form of a grant amounting to 90 million Escus for network digitalization and development of advanced telecommunications services.

TELECOMMUNICATIONS NOW AND IN THE FUTURE

Coverage of the country by telecommunications systems is quantitatively much below European medians although the level attained in the more developed areas can be regarded as acceptable.

Specifically with regard to services demanded by the business community, such as telex, present conditions are already in line with European standards and in recent years the public communications network has grown at explosive rates.

Responding to the need for change which has come over the country and this sector in particular the responsible Administrations have set out as strategic goals for the next 3 years:

- To meet the demand quantitatively;
- To improve and modernize existing systems while introducing new services;
- To reduce prices and costs.

A program essential to modernization has already started in the form of network digitalization, now proceeding at an accelerated rate that will allow for the Integrated Digital Network to come into operation in the first half of the 1990's at the same time as in other EEC countries.

Sizeable investments will be required to achieve these goals. A measure of the financial effort required is given by the fact that CTT and TLP together are forecasting investments over the 1988/90 period at some 200 thousand million escudos, corresponding to 1.2% of the expected GDP which compares with 0.9% over the previous three-year period.

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Joao de Deus Pinheiro: Foreign Minister

Colourful politician with the film-star potential

IF MR Joao de Deus Pinheiro, Portugal's Foreign Minister, were ever in need of a career outside politics and academia he could offer himself with confidence to the film industry. Assuming there is still a need for swashbuckling sailors - buccaners or naval captains - he would be a shoo-in.

Mr Pinheiro's appearance is striking to say the least. Perfectly, ceaselessly, dressed, his dark, sculpted face is framed by an immaculate black beard and a thick head of shiny, swept-back hair. He

smiles a lot too, which only adds lustre to his appearance. Not surprisingly, Mr Pinheiro is one of the members of Prime Minister Anibal Cavaco Silva's Social Democratic Government who is most in the public eye. His colourful personal life is chronicled in detail in the Portuguese press and he is probably attacked more often than most ministers by the Socialist opposition.

"The jury is still out on Pinheiro," says one western diplomat. "Certainly he's grown quite a bit in office and there is

no doubt that he speaks with the authority of the Prime Minister."

Mr Pinheiro is, by profession, a chemical engineer. One of the most successful academics in post-revolutionary Portugal he was made chancellor of the prestigious University of Minho in Braga in 1984 when he was only 37. Of late, though, his reading has become a lot less academic. A new favourite is Tom Clancy of "Hunt for Red October" and "Red Storm Rising" fame. Paul Kennedy's isolationist tract, *The Rise and*

Fall of Great Empires, and Schumpeter's *Small is Beautiful* are high up on the list, too. Why does he read this stuff?

"I understand American politicians," he says. "I must know what they are thinking and you'll never understand American politics if you don't read what they read."

Being the Foreign Minister of almost anywhere is probably great fun. It is the perfect job for theorising on a grand scale. An agile man, Mr Pinheiro leaps up from his chair to find a piece of paper to put down one particular political theory in the form of a graph. American political scientists do a lot of this and so, curiously, did Imelda Marcos when she needed to explain her Theory of Happiness to anyone who cared to hear it.

In Mr Pinheiro's more serious case, he is concerned to explain that democracy is no longer a political theory, but an economic factor. Thus he plots (on the back of his business card) the life of a piece of scientific equipment against the time required for the Soviet bloc to acquire it. It made sense in 1970, when equipment still lasted a long time but no longer does because equipment is more sophisticated and being developed quicker but taking longer for the Communists to steal or copy.

So, assuming the Soviet need for advanced scientific equipment is greater than ever, and

assuming it is more difficult than ever to get, what can they do? Disarmament is one answer, the minister suggests. Glasnost. "What public opinion in a democratic society would say 'no' to this?" he asks.

In other words, the minister is worried that the West (read the US), by continuing to make it difficult for the Soviets to buy high technology may be impeding the process of perestroika. Equally, he worries that Europeans who worry that the West is not being friendly enough to the Soviet Union may risk alienating the Americans. This is where Alvin Toffler and Tom Clancy come in.

His many critics probably underestimate Mr Pinheiro. He taught in Mozambique from 1970 to 1973 and spent two years doing a PhD at Birmingham University in the UK. In 1979 he was made chief of staff in the Education Ministry and in 1983 became Secretary of State for Education.

After his spell as a Vice-Chancellor Mr Cavaco invited him back to the government as Minister of Education and it was only then that Mr Pinheiro joined the Social Democratic Party. He became Foreign Minister after the election last year returned the PSD to office as the country's first majority Government since the 1974 revolution.

And in spite of his good looks, Mr Pinheiro is not a

vain man. "One should never want a post," he says. "I would be prepared to leave here tomorrow." For a start, he would command a much higher salary out of Government.

The job is a tough one, too. Portugal may be too small to make its own way more among the heavyweights of international diplomacy, but it carries colonial burdens that few Portuguese want to surrender without first putting them to rights. In war-torn Angola and Mozambique, both former colonies, the superpowers are deeply involved and it is largely to the Cavaco Government's credit that Lisbon is gradually finding a way back into Africa.

It has abandoned the role of honest broker in the civil wars there and now deals only with the Marxist governments in both states. Mr Pinheiro has launched a very ambitious "mini-Marshall Plan" as he calls it to help reconstruct the economies of both countries and has been busy soliciting support for the scheme from dozens of countries.

Simply by virtue of being Portuguese (and speaking the language) Lisbon does have a place in Africa and the world. It is up to Mr Pinheiro to define just how big that place is.



Peter Bruce Joao de Deus Pinheiro: a colourful personal life

FORMER COLONIES

Savimbi shock

MR JONAS SAVIMBI, leader of the rebel Angolan guerrilla group, Unita, has never been a humble man but he has for years managed to disguise the reach of his ego behind the war in the former Portuguese colony. Public opinion is forgiving of strutting, boasting soldiers. Early last month though, Mr Savimbi made a bitter, sulking and almost childish personal attack on a senior Portuguese Foreign Ministry official, calling him names and accusing Lisbon of clamping down on Unita officials in the Portuguese capital.

The outburst shocked Portugal but it served to bring out into the open the virtual end of Lisbon's long and ultimately useless efforts to play the honest broker between the Marxist MPLA government in Angola and Unita. For the past 18 months or more, Portugal has been signalling strongly that it regards the MPLA as the legitimate authority in Angola and its activities in the country are now centred almost wholly on Luanda.

Throughout the decade since the Portuguese left Angola and Mozambique, Lisbon's position had been blurred by the regard in which Mr Mario Soares, the former Socialist Prime Minister and current President, held Mr Savimbi. The ability of the current conservative Social Democratic Government in Lisbon to cut through sentiment and close ranks with the MPLA is reminiscent of the British Conservatives' quick resolution of the war in Rhodesia after years of Labour Party dithering, even though it ushered in a left-wing government there.

Lisbon has had far less difficulty dealing exclusively with the Frelimo Government, also Marxist, in Mozambique. There, a vicious but largely artificial guerrilla group, Renamo, established with South African funds and military hardware, is fighting to remove the government but has failed to win legitimacy in even the most conservative countries abroad.

Portugal's "return" to its former large African colonies is nevertheless hampered by the wars and by the fact that it has little to offer financially. Now, though, Mr Joao de Deus Pinheiro, the Foreign Minister, has embarked on an ambitious scheme - he calls it a mini-Marshall Plan - to help restructure the devastated economies in both Angola and Mozambique. If it succeeds, the Portuguese might cover themselves in glory in Africa in a way they never did as colonialists.

Broadly, the scheme calls for some \$600m in aid - investment aid, Mr Pinheiro insists, not grants - for Angola every year for 10 years and a lesser amount to Mozambique.

Phase one, the minister says, is complete. That involved canvassing a range of countries -

the US, Soviet Union, Brazil and Lisbon's European Community partners included - on the political feasibility of the idea. Would they join in?

Mr Pinheiro says he got enough positive replies to move to the next phase. In Lisbon, Portuguese experts are now drawing up details of dozens of projects in both Angola and Mozambique that could be financed by the scheme.

The plans would provide a badly needed outlet for Portuguese engineering and development talent and for its relatively unsophisticated technology. Although funding might be multinational, the people directing reconstruction projects would be Portuguese.

"The scheme is possible, it is feasible and only Portugal can do it," says Mr Pinheiro. Angolans and Mozambicans speak Portuguese, but the many colonists who fled Africa in the mid-1970s know both countries intimately.

It is the prospect of being in on the redevelopment of Angola's rich resources that so excites the Portuguese. After South Africa, the country's mineral and agricultural potential is arguably the greatest in Africa.

But almost everything is riding on the current US-inspired efforts to persuade the Angolans to bid farewell to the thousands of Cuban troops that have been helping in the fight against Unita. In turn, the South Africans would withdraw from neighbouring Namibia and stop their incursions into southern Angola in support of Unita.

There is great optimism in Lisbon that the peace process will succeed and the Portuguese do not hide their belief that, without South African help, the MPLA on its own has the muscle to defeat Mr Savimbi. For one, they have a modern air force and he does not. The aid scheme, which Lisbon hopes will act as an incentive to the MPLA to seek agreement on a Cuban withdrawal, could theoretically be put in place even if Unita were to continue fighting.

Although Lisbon's ability even to consider putting together a plan of this complexity is a function of the new trust that has grown up between it and the MPLA, Portugal's membership of the European Community is equally, if not more, important. It gives the Portuguese access to wealthy economic powers like West Germany, Britain and France and as such makes it an even more useful ally to the old colonies.

The Portuguese say they are not disturbed at having been largely left out of the current Angolan peace talks. Lisbon has not even been a venue for any of the negotiations. "We will always be available if the parties involved want us to

play a role," says the Foreign Minister.

Western diplomats in Lisbon, in fact, give the Portuguese high marks as a backroom player. The Americans are said to keep the Portuguese particularly well briefed on the peace talks and it is clear that Lisbon's close personal contacts with MPLA leaders - including its ability to spot differences of opinion in the Luanda Government - have helped smooth the way for meaningful negotiations.

Peter Bruce

So, assuming the Soviet need for advanced scientific equipment is greater than ever, and

And in spite of his good looks, Mr Pinheiro is not a

Peter Bruce

Peter Bruce

Joao de Deus Pinheiro: a colourful personal life

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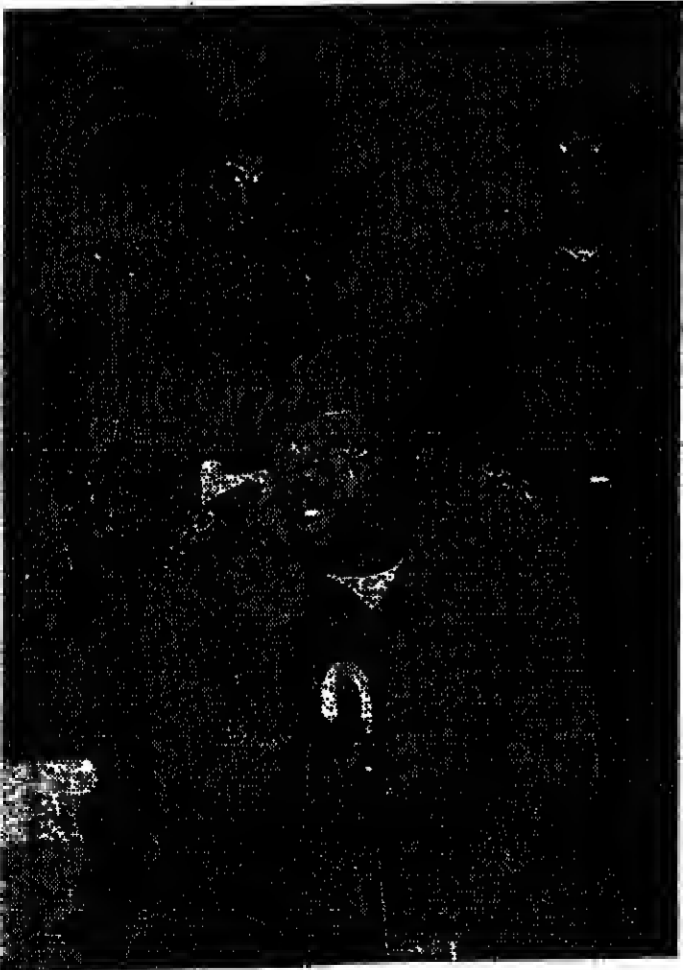
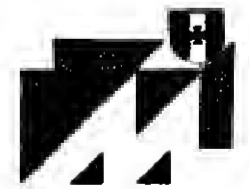
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Jonas Savimbi: outburst shocked Portugal

ture

IBLE?

PORTUGAL 6

COMPENSATION

The battle continues

IN MARCH 1975, men in leather jackets brandishing "warrants" copied slips of paper with illegible signatures and no particulars - burst in on wealthy or modest citizens and in the name of the revolution took them to prison.

Such was the zeal of the pro-Communist military, who seized power on March 11 after "crushing a right-wing military counter coup supported by fascist elements and the CIA" (said the propaganda). It was in fact a ploy devised by the Left as an excuse to take over politics and the economy, which left 2,000 people were crammed into cells.

A nightmare superseded the military coup welcomed with joy on April 25, 1974, the day soldiers with red carnations not bullets in their rifles ended a withered 50-year right-wing dictatorship that had held Portugal in limbo, isolated from modern Europe.

March 1975 brought workers' committees spouting hastily-memorised Marxist-Leninist jargon who tore through Portugal leaving damage that 13 years have not healed.

While businessmen were in jail unable to fight back, their assets were seized. On March 14 the Council of the Revolution nationalised all banks except three foreign ones, and much of commerce and industry.

About 150 enterprises and holding companies were taken and 800 companies fell into state hands through banks and holding companies or worker takeovers. Management was replaced by worker committees, founders' portraits by hammers and sickles, employees were purged for "conspiring with capitalist pigs", and replaced by commissars.

When Portugal began to return to its senses in late 1975, 53 per cent of total investment had been taken over by the state. Distressed individuals began to think of compensation. Lumbered by enterprises it did not know how to run, by bloated bureaucracy and a mounting national debt, incurred by mismanagement of the new public sector, the State began to run short of basic funds never mind resources to compensate thousands of angry people.

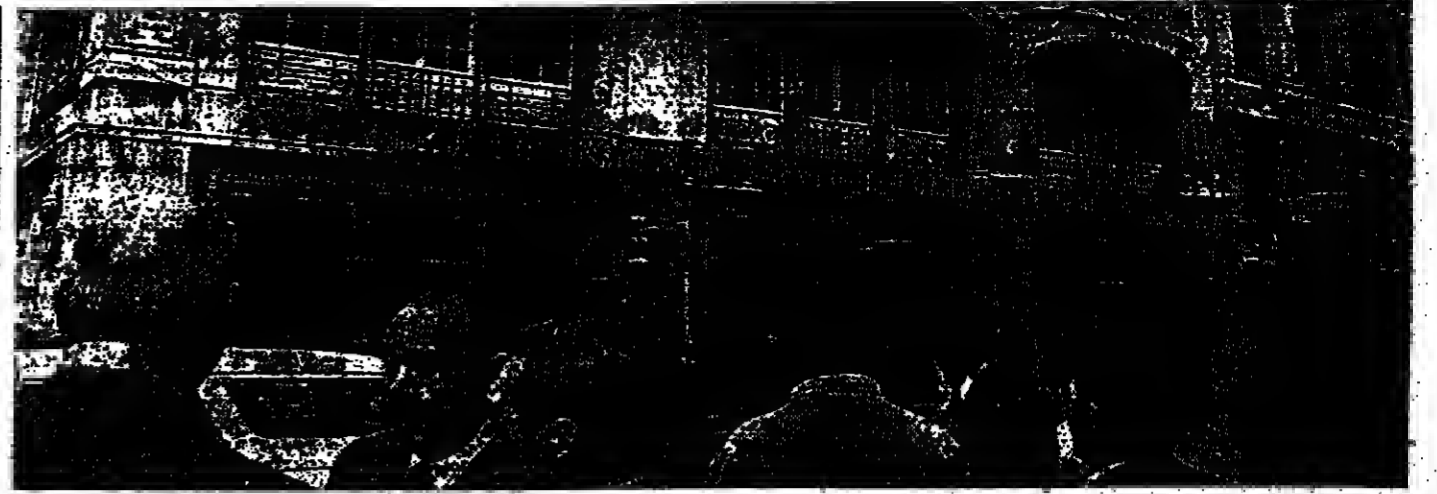
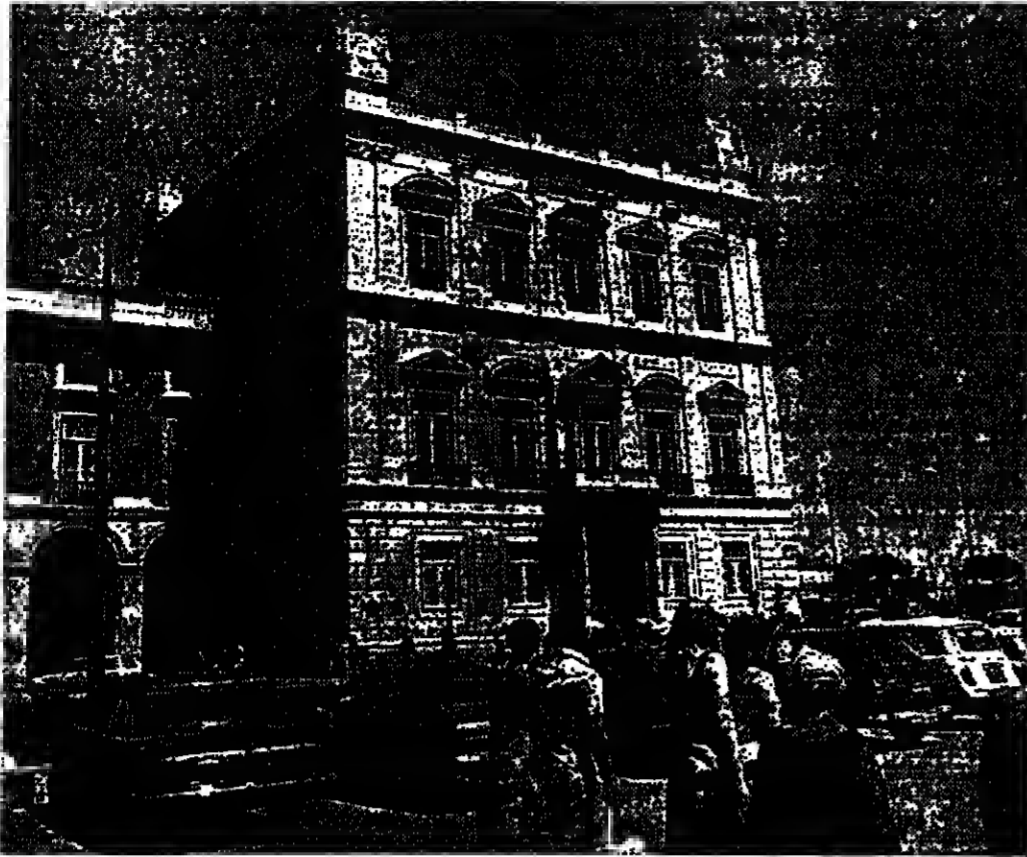
Come 1988 the State is about to reprivatise some of the assets it acquired 13 years ago, starting with the sale of 49 per cent of the capital of Unicer brewery, and the Banco Totta e Acores.

The latter belonged to the Mello family, Portugal's liveliest venture capitalist clan and pet target of the 1975 revolution.

What happened to compensation?

What indeed, ask frustrated ex-owners and small shareholders who are now aiming to hit the State for a fairer deal than the one they received after 1976 when criteria for compensation were decreed by the (now-abolished) Council of the Revolution.

The formula gauged the value of compensation to average share prices for 10 years before the Stock Market closed in 1974 - a neat way for the State to save money: Portugal's stock market only began to rise in 1972.



The Espirito Santo bank which was seized and nationalized in 1975

ESPIRITO SANTO

Family with fighting spirit

IN THE 1970's Manuel Ricardo Espirito Santo and his brothers ran the Banco Espirito Santo e Comercial de Lisboa (BESCL), then Portugal's largest, most international bank.

Descendants of Jose Maria Espirito Santo Silva, founder of the family bank in 1884, they developed a bank with 100 Portuguese branches, \$200m equity, deposits of \$2bn and European branches. They had helped finance the (slow) birth of Portugal's industry they controlled enterprises like Bonanca - the Iberian Peninsula's oldest insurance company, founded 1808.

In London in 1972 the Espirito Santo's were among the founders of Linca Bank Ltd with partners like Chase Manhattan, Mitsubishi, National Westminster, the Royal Bank of Canada and the Swiss Bank Corporation.

When the 1975 revolution came, Manuel Ricardo, his brothers, relatives and friends were dispossessed. Their bank was seized and nationalised.

After a period in jail (being a capitalist was not a safe activity in 1975), the family left their homeland to find a new life, stripped of a bank that after the revolution remained Portugal's most solid commercial bank.

Resolved not to be beaten by events that ripped through their lives like a hurricane, helped by banker friends abroad like David Rockefeller, and by their good name, the family pieced together a new business, starting in 1977 in Switzerland with the Compagnie Financiere Espirito Santo, which manages investment portfolios.

They built up a group under the umbrella of the Espirito Santo Financial Holding, incorporated in Luxembourg. They have a commercial bank in Paris, a financial group in Brazil, a Florida-based bank, and Cayman and Virgin Island companies.

Poignantly, the Espirito Santos came back to Portugal without fanfare as foreign-based investors, closing the painful 1975 chapter and starting afresh with two enterprises:

- The Banco Internacional de Crédito (BIC)
- The Espirito Santo Sociedade de Investimentos (ESSI), an investment firm.

BIC started in 1986 after 1984 laws reopened banking to Portuguese or foreign capital. In

BIC, the Espirito Santos associated with France's Caisse Nationale de Credit Agricole, in ESSI with Belgium's SAPEC.

Waiting for the new institutions were hundreds of old friends - former BESCL clients, small, medium and large entrepreneurs who flocked to BIC's premises in Oporto and Lisbon to avail themselves of a mix of corporate, private and merchant (but not retail) banking, or to ESSI's high-perched offices in Lisbon's new Amoreiras towers to arrange long-term project financing.

The old Espirito Santo name and a newly-demanding, competitive climate quickly produced results.

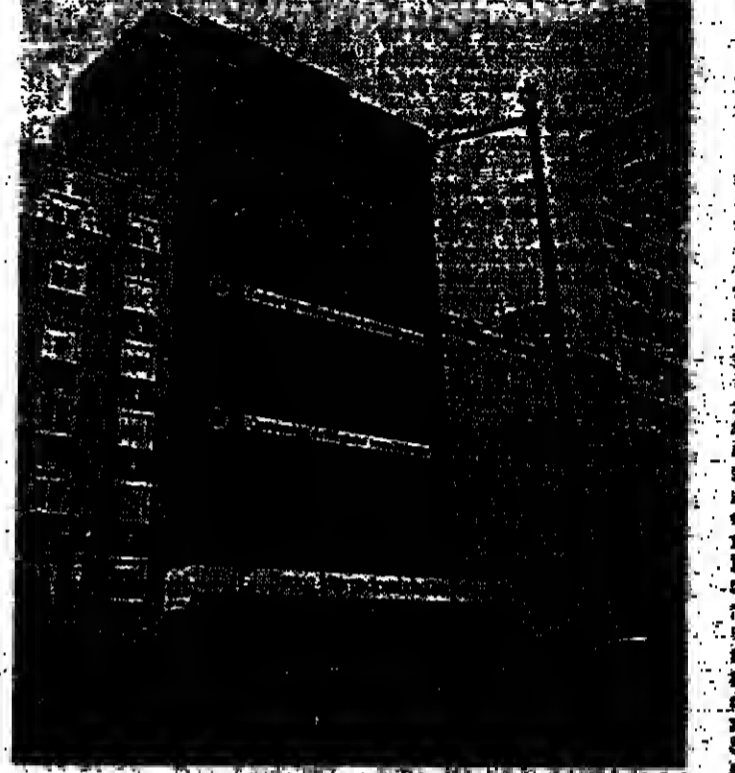
Manuel Ricardo Espirito Santo and his brothers do not manage their new Portuguese operation. They leave this to Augusto Athayde, who runs BIC and Tristao da Cunha, who runs ESSI, men with wide international banking experience who themselves had an uneasy time in 1975 and have taken a new lease on banking life.

In two years BIC reached a smooth cruising speed and is contemplating cautious expansion of bricks and mortar to the Northern city of Guimarães, catering to the bustling growth of industry and trade in northern areas, and, alongside ESSI and the Espirito Santo group, into areas like leasing, property management and fund management.

The cheerful Mr Athayde, a product of Fontainebleau's prestigious INSEAD business management institute, of Chase Manhattan and of the Espirito Santo's Brazilian activities, has parlayed BIC into a half-year 1988 cash flow of \$18m (\$6.5m) - equal to 1987's total cash flow, a 21.5 per cent pre-tax return on capital and capital that will reach \$65m at the end of 1988 compared with \$41.5m at start up two years ago.

The ESSI run by Tristao da Cunha who once headed the Foreign Department at Banco Totta e Acores, and for 10 years worked in London in institutions like the London Multinational Bank and the Saudi International Bank began life under different ownership.

The company was founded in 1982 by the Macao entrepreneur John Wn as a Portuguese investment firm called FINCO, on the understanding that in



The new bank belongs to the Espirito Santo family group

return for investment through FINCO, residents of Macao would be entitled to residence in Portugal - a major point when the Portuguese enclave on the South China Sea was heading towards handover to the People's Republic of China in 1999.

The Portuguese authorities never enacted an investment residence law and FINCO languished. In late 1986, the Espirito Santos bought and retained it today ESSI is planning to convert into an investment bank.

This will offer more flexible sources of funding (investment firms cannot take deposits, investment banks can), then bonds on which the firm now relies - highly successfully. In September, an ESSI bond issue sold out in two days. Conversion will also allow them to lend to individuals as well as corporations, perform foreign exchange operations which now increasingly important in Portugal's liberalising market, and expand fee-earning fund and portfolio management, areas of financial engineering, areas becoming dynamic, energetic and competitive.

The quiet atmosphere of BIC and ESSI belie the vitality of the Espirito Santo group in Portuguese finance and business.

The group is bristly competing with new Portuguese banks and investment firms like Banco Portugues de Investimentos, Banco de Industria, Banco Comercial Portugues, Euro-Financiera, Geofinanciera and another investment firm that also plans to convert to an investment bank, MDM, now owned by Deutsche Bank.

Augusto Athayde, chairman of BIC

... which started life as a Macao (Guangzhou), Douzha, Welton, Guanzhou, Portuguese business and banking group also possessed in 1986 and is also selectively buying authority holdings in successful manufacturing companies like SPALCO (textiles) and SIELA (ceramics).

The professional ease with which 1988 Portuguese financial institutions created with private and nationalised institutions is a striking example of how Portugal has surmounted its historic and begun by harnessing energies into economic and business growth, making it possible for entrepreneurs to cause home, and make a success of a different rhythm of life.

For a family deeply hurt by events 13 years ago to come back as a united international group that takes in a broad-based, has launched heavily subscribed convertible bonds based on the international market for \$40m in 1986 and for \$20m in 1988 - is not an easy feat.

Diana Smith

The next shock came in 1977. Parliament set Esc200bn (now \$1.3bn) as total compensation for 1,000 companies (and over half the country's investment) and the means of compensation were decreed: bonds whose term and interest varied according to size of shareholding - tiny holdings (up to Esc50,000, \$325) got six-year bonds at 13 per cent interest - holdings of Esc500,000 got 12-year bonds at 9.8 per cent interest - holdings above Esc6.05m (\$40,000) including majority shareholders got 28-year bonds at 2.5 per cent interest.

Inflation took off in 1976 and reached 30 per cent in 1982. It is not hard to see why ex-shareholders call their compensation "junk bonds".

"I rejoice," snorted one recently, "when my bank tells me I have Esc300 (\$5.20) interest this year on bonds for shares once worth a \$100,000."

Between 1980 and August 1988, provisional then final, values were set for shares in banks, industry, oil, road and maritime transport and services.

Ex-shareholders were outraged. Unlike the French state which immediately paid compensation above, not below, stock market prices, in the weeks prior to nationalisation, the Portuguese state took eight years to offer values less than half the worth of shares in 1974 and less than 10 times their putative 1988 value.

In 1985, when the first Cavaco Silva government came to power and made pro-business anti-state excess noises, the Confederation of Portuguese Industry (CIP) began talks with the Prime Minister and the Finance Minister Mr Miguel Cadilhe, aimed at fairer compensation.

The CIP, acting as liaison for ex-shareholders asked for:

- Higher total compensation (only Esc150bn of the original

Esc200bn compensation allocation had been mustered)

- Higher interest on "junk bonds"
- Restoration of a facility granted in 1980-83 to pay bank debts (often incurred by effects of company seizures) with the nominal value of compensation bonds. This was suspended in 1983 when the then government claimed to have run out of spare cash.

Mr Cavaco Silva and Mr Cadilhe did not say No. They said money was tight but left a glimmer of hope.

On August 18 1988, when Portugal was on holiday and not reading the Official Gazette where legislation is published, the Cavaco Silva government delivered its verdict: final values for banks and electricity companies of less than half 1974 share values, no change in bonds, interest or debt payment facilities.

Ex-shareholders are furious. They consider Mr Cavaco Silva acted unbecomingly, publishing final figures and "no change" legislation in the August holiday period, giving them only 30 days to set up appeals and resent the lecture he gave the CIP and television audiences: because he was not responsible for nationalisation, he was not, he said, obliged to pay more for them. Airdily, in the shareholders' view, he told them to stop thinking only of themselves and look to the future.

He refused to see any connection between lack of fair compensation and forthcoming privatisation. The two processes are totally separate, the Prime Minister claims: ex-shareholders disagree.

His irritation shows in preferences of recent compensation decrees, which refer to "putting an end to this lengthy process."

The end may not be that swift. Groups of ex-shareholders are now briefing high-powered lawyers.

The battle will start with Arbitration Committees on share values (a facility granted in 1988 in which shareholders and Government each appoint an arbitrator, these two choose a third and the Ministry of Finance acts on their findings). In the couple of cases already heard, ex-shareholders won: the prospect of dozens of committees now looms.

If committee findings are not satisfactory to ex-shareholders, they will appeal to the Supreme Civil Tribunal. If this does not work they will go to the Human Rights Court at Strasbourg.

On a par with arbitration and appeals, ex-shareholders have a potent weapon: court stoppage of privatisation proceedings until compensation proceedings are completed. It could take years.

The dispossessed of 1975, having found Mr Cavaco Silva lacking, in their view, in moral support or material fairness, have given up asking nicely.

They say: "Now we know the types we are dealing with and will aim weapons accordingly."

The most tolerant ex-shareholders, who would accept a token graceful gesture from Mr Cavaco consider he cannot wash his hands of 1975 because he was not in charge then. Governments, whoever they are, inherit State assets they say. Like it or not, have a moral duty to offer fair redress.

Less-tolerant ex-shareholders put it more harshly: "When you receive stolen property you have a choice: give it back or pay the full fine."

"This government intends to make a profit selling (reprivatising) stolen goods and should pay us."

The administration does not propose to return nationalised companies to former owners and so far, is not showing signs of wanting to pay the full fine.

Diana Smith

INTERIM STATEMENT 1988
Growth and Diversification



Robin J. Edmeades, Finance Director; Richard Howson, Managing Director

Group executives' statement

Group profits before taxation, which for the most part are currently derived from the production and sale of bleached eucalyptus pulp, rose to Esc. 2196 million for the six months to 30 June 1988, compared to Esc. 1170 million for the first half of 1987. Earnings per share were Esc. 459.9, up 45% from Esc. 317.6 for the first six months of 1987.

An interim dividend of Esc. 26 per share has been authorized by the Board of Directors and payment will be made during October. This compares to the 1987 interim dividend of Esc. 22.5.

These good results were made possible by the continuing strength of world demand for pulp and paper; 1988 is the third consecutive year of price increase in this sector,

reflecting the generally favourable economic growth pattern of our trading partners throughout the world. Group performance during the first six months of 1988 was enhanced by internal measures. Output at the two pulp mills set a new record of 64,432 tons. SILVICAIMA, our forestry company, stepped up the amount of wood cut and delivered to the pulp mills by a substantial amount, thereby increasing its contribution to group profits before taxation nearly fourfold to Esc. 173 million.

The long established policy of reinvesting a substantial share of profits into the two pulp mills and for expansion of SILVICAIMA's forest plantations was continued during the first half of 1988. Investments at the mills were directed towards improvements in quality, costs and output, and in preparatory measures to comply in full with EEC and Portuguese environmental standards. SILVICAIMA's forest land acquisition program was particularly successful; the target set for 1988 was nearly reached by mid-year.

The acquisition of 100% of the PINTO BASTO COMERCIAL group of companies was completed in January. PINTO BASTO COMERCIAL commenced its activities more than 200 years ago as a ship handling and forwarding agency and has built a strong position in its field with a proven capability and an extensive network of relationships. In these first five months, PINTO BASTO COMERCIAL has made a positive contribution to profits of the CAIMA Group. We are confident of

a steady growth in the future as management capitalizes further on this group's strengths.

The acquisition of 80% of FÁBRICA CERÁMICA DE VALADARES S.A. was completed in June. VALADARES is a leading producer in Portugal of ceramic sanitary ware with a strong local market share, a good export position, and a reputation for high quality in design and finish of their products. Sales volume in 1987 was Esc. 2385 million as compared to Esc. 8412 million for the CAIMA group in the same period. VALADARES is not included in our 1988 first half financial results but is expected to make a significant contribution to group profits in the second half of 1988. We foresee excellent potential for future growth in Portugal in the ceramics sector, one in which CAIMA already has an association through its major shareholder, IBSTOCK JOHNSEN PLC. We anticipate a healthy rise in sales and profits over the coming years from this new member of the CAIMA group.

There is every indication at this date that the buoyant economic ambient will continue through the end of 1988, and that the markets for our products will likewise hold firm. We remain optimistic for the near term.

Richard Howson
Robin J. Edmeades

Head Office Rua Augusta Avenida de Agulhas, nº 41 - 3º
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UNAUDITED INTERIM PROFIT STATEMENT

	6 months to 30th June 1988	6 months to 30th June 1987	23 months to 31st Dec. 1987
	ML\$ '000	ML\$ '000	ML\$ '000
Turnover	6,199.3	4,197.4	8,411.7
Trading Profit	1,733.1	1,426.7	2,589.1
Interest Received	463.3	(256.9)	156.3
Profit before Tax	2,196.4	1,169.8	2,745.4
Taxation	540.6	217.0	357.5
Profit after Tax	1,655.8	952.8	2,387.9
Dividend	93.6	67.5	305.7
Retained Earnings	1,562.2	885.3	2,082.2
Earnings per Share (Esc)*	459.9	317.6	740.4
Dividend per Share (Esc)*	26.0	22.5	72.5

* 1987 figures restated for rights issue and scrip issues

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PORTUGAL 7

Financiers are spearheading country's modernisation

Bankers in the front line



Fernando Ulrich: established BPI in Lisbon

THERE IS a rich pool of talent among the bankers and financiers... who have dug themselves in on the front line of Portugal's modernisation.

chief of staff for the Finance Minister in 1981-82. "I loved it," he admits, "but it wasn't a profession." In 1983 he moved to the BPI - which was then an investment firm - to open a Lisbon branch.

The local financial markets were then just beginning to open and Mr Ulrich was rewarded for his success in establishing BPI in Lisbon with a directorship. BPI became a bank in 1985 and is regarded as very a lucrative property.

with help from his former employers, the International Finance Corporation, and some institutional partners in London and Paris.

Ms Helen de Castro, 42, probably typifies the new breed. Boundlessly energetic, she is a partner in an investment boutique, Decca, set up in December 1986 with two others.

Using her knowledge of corporate financing, she and her partners went to find new business and now 80 per cent of their business is in corporate finance compared with just 20 per cent a year ago.

Like all his competitors, Mr Ulrich suffers a loyalty - probably bred of being in the pioneering phase of a new market - that seems to have deserted a market like London a long time ago.

It is getting terribly expensive to find people, he says. "I would not conceive of moving to a competitor." Anyway, the Portuguese are not a fickle, grabbing nation. "One of the things most people fail to appreciate," says Mr Guerreiro, "is the resilience of the Portuguese. These people can live on very little."

Peter Bruce

REPRIVATISATION

Trimming the state sector

THE STATE is soon to shed 49 per cent of the Banco Totta e Acores, a commercial bank nationalised in 1975.

However, the authorities insist that 49 per cent of the bank being offered, no one may take more than 10 per cent.

with tax relief - which in the recent past has been given and taken away so many times no one is sure what the present rules are - has laid down 1989 rules where companies will pay about 45 per cent tax on earnings, and dividends will suffer 25 per cent tax.

These can lend up to 20 times their capital. A wholesale bank like Manufacturers Hanover Trust which, with an eye on building up muscle for 1992, altered its statutes last year, successfully went public in spite of the glut stock market and now has \$125m capital funds, cannot lend more than 1.5-1.8 times capital.

These companies exempt (to their delight) from credit ceilings, have seen business sense of being hard done by.

Of total credit to the economy to June 1988, the state absorbed \$180bn. Credit to the private sector grew 11 per cent. Credit to the public sector grew 18 per cent.

not for interest on the national debt, which will produce a deficit of 7.5 per cent of GDP. For 1988, Mr Cadilhe forecasts a 8.5 per cent deficit which he now recognises will be closer to 9.5 per cent of GDP.

Privatisation is a partial answer, bankers believe. They say it will reduce the expensive volume of state enterprises, and the number of excuses the government finds for warding off real market forces. If reprivatizations do well, they can raise funds to repay part of the enormous public debt (20 per cent of GDP) and eventually give the private sector a fairer slice of the credit cake.

Diana Smith

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PORTUGAL 8

Special \$550m fund is set up to accelerate modernisation and close productivity gap

Brussels throws cash lifeline to industrial sector

AMID THE phrase-making and punditry that preceded Portugal's entry to the European Community three years ago, some sceptics abroad suggested the country threatened to become "the South Korea of Europe," with foreign companies paying workers little more than their south-east Asian counterparts to assemble components and pump low-priced electronic goods into Europe as Community products.

This vision of Portugal emerging as a steamy powerhouse of high-tech manufacturing may once have glimmered in the dreams of government planners but has never seriously troubled the sleep of European competitors. In reality, industry is struggling to

reach a similar level to that of a small farming nation such as Ireland, with little hope of making a significant impression on a market that the Pacific rim countries have dominated for almost two decades.

The true picture is of a country where more than 70 per cent of companies employ fewer than 10 workers and less than half a per cent more than 500; where a handful of traditional industries — textiles, footwear, ceramics, furniture, paper pulp and food processing — account for between 60 and 70 per cent of total value-added, exports and employment; where, except for a few high-performance enterprises, industry is dominated by family-

size concerns hampered by obsolete machinery and a lack of modern management and marketing skills.

The coming of the Single Market means that in four years, these outworn plants and workshops will lose their last vestiges of protection from European competition. Private industry is striving to meet the challenge, with capital investment soaring over the past two years after more than a decade of stagnation. But a depressed capital market and a tightening credit squeeze signal that Portugal alone will not be able to generate the investment needed to equip the industry for the European fray.

Brussels is throwing the country a lifeline in the form of a Specific Programme for the Development of Portuguese Industry (PEDIP), due to be approved this autumn, that will inject Ecu506m (\$550m) over the next five years into modernising the industrial sector, where productivity is currently less than a third of the European average.

"The Community recognises Portugal as a backward industrial region and has agreed to create a special fund to accelerate modernisation and help us close the gap in efficiency and productivity that separates us from the countries we will be competing with in 1992," Mr Luis Mira Amaral, the Industry Minister, told the Financial Times.

The cash, that comes on top of extensive regional and other EC funds already flowing into Portugal, will be channelled into updating existing industries and developing new sectors to broaden the country's industrial and export base. The funds will be administered as an investment incentive scheme, providing cash grants of up to 40 per cent of the total cost of projects, with 75 per cent of the finance coming from the Community and the rest from Portugal.

Government philosophy for moving industry towards the 21st century rests on four basic principles: stimulating the working of a market economy by reducing bureaucracy and state control — the latest move in this direction being the liberalisation of rigid labour laws;

improving competitiveness by stimulating innovation, quality control and the use of modern production and management methods; using energy more efficiently and helping industry catch up with major changes taking place in domestic and external demand.

Strategic aims for achieving this last objective include more effective industrial use of the country's natural resources, mainly wood and some minerals; modernising the plant of traditional industries, particularly textiles, shoes and furniture; supporting the development of capital goods sectors in which Portuguese technology is competitive, such as wood-sawing and farm machinery, and encouraging foreign investment, especially joint ventures, in areas such as textile machinery where domestic producers are almost non-existent.

To these ends, the government is nurturing the growth of research and development and advanced technology pools focused on areas such as ceramics, glass, cork, paper cellulose, robotics and alternative energy sources to enhance the performance of Portugal's basic industries. Service industries, particularly software and information technology, are also priorities for development.

Precise details of how the PEDIP scheme will be used to support these aims have not been finalised, but government policy indicates eligibility for grants will be assessed on a few general principles rather than rigidly-defined sector-by-sector priority. The Social Democrats, rejecting attacks by the Socialist opposition that the country lacks a sense of direction for its industry, stress their belief that the market should be allowed to decide which sectors thrive and which fall by the wayside.

But even the Confederation of Portuguese Industry (CIP), the employers' organisation that is among the fiercest opponents of state intervention, is encouraging the government to determine sectoral priorities for the PEDIP funds. "This is an administrative programme rather than a market system," said a CIP official. "As half a dozen decisive sec-

tors dominate Portuguese industry, all with major needs, we believe the only realistic policy is to direct grants into these fundamental areas. There simply isn't enough for anything else."

Mr Mira Amaral is concerned that restrictions would stifle investment in other sectors, not least electronics and component assembly, a potential growth area for foreign investment that the government is keen to tap, albeit not on a South Korean scale. "We offer a European package with non-European wages. Why should investors producing for the EC look to Asia when Portugal is so close at hand?" he asks.

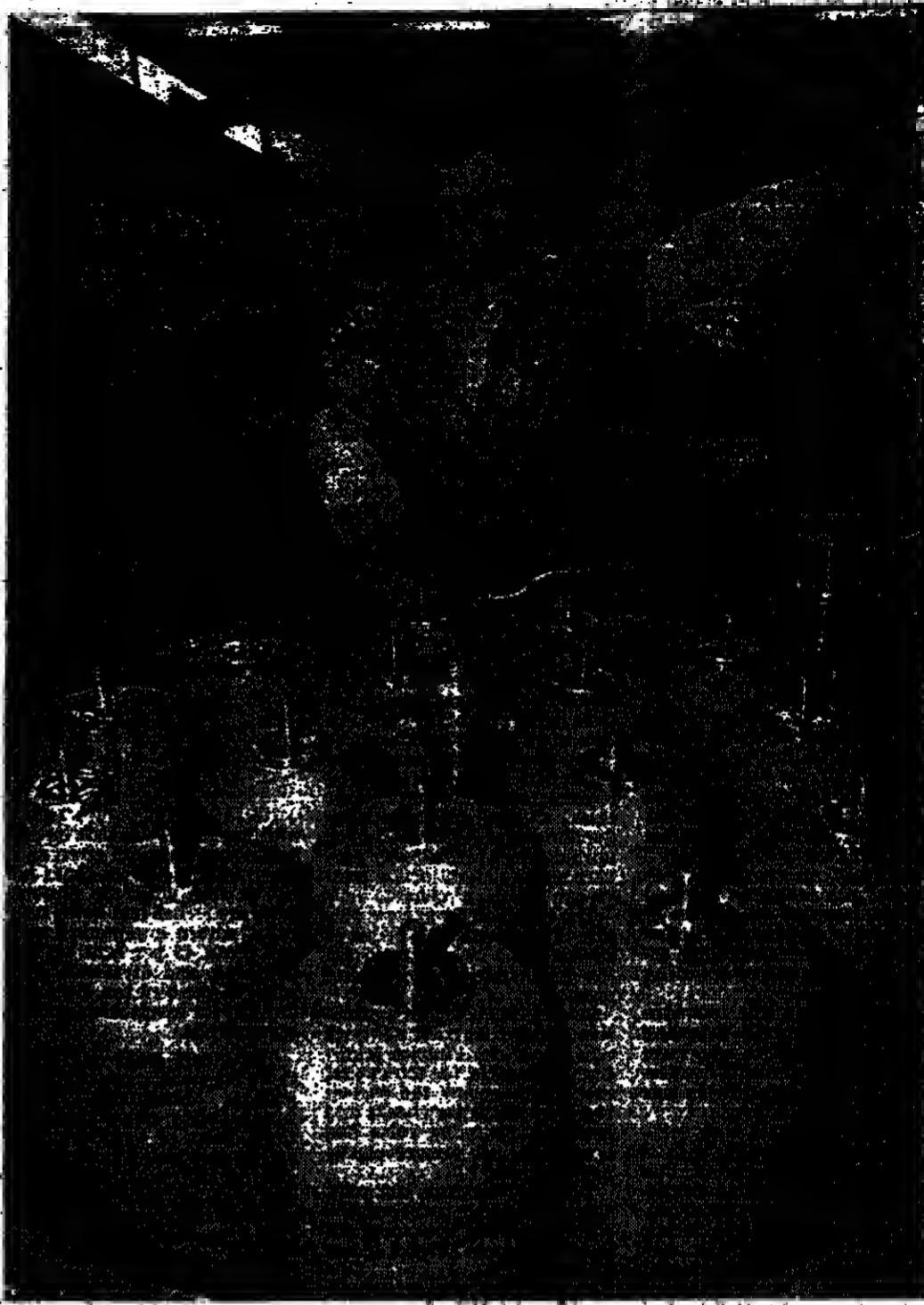
Forecasts for 1988 show Portuguese workers earning an average \$2.72 an hour — or only \$0.58 an hour more than South Koreans, less than a third of earnings in Spain and a sixth of those in West Germany. "Portuguese wages will move towards the European average over the medium term as the economy expands," the minister says. "But the transition period offers investors an opportunity to start highly competitive operations in Portugal that will also help modernise our technology."

Foreign managements allied to Portuguese workforces have achieved some of the highest productivity rates in Europe, according to Mr Mira Amaral. But foreign investment growth over recent years has been predominantly in services while industrial investment remains limited to a few key sectors, namely paper pulp, minerals, shoes and textiles.

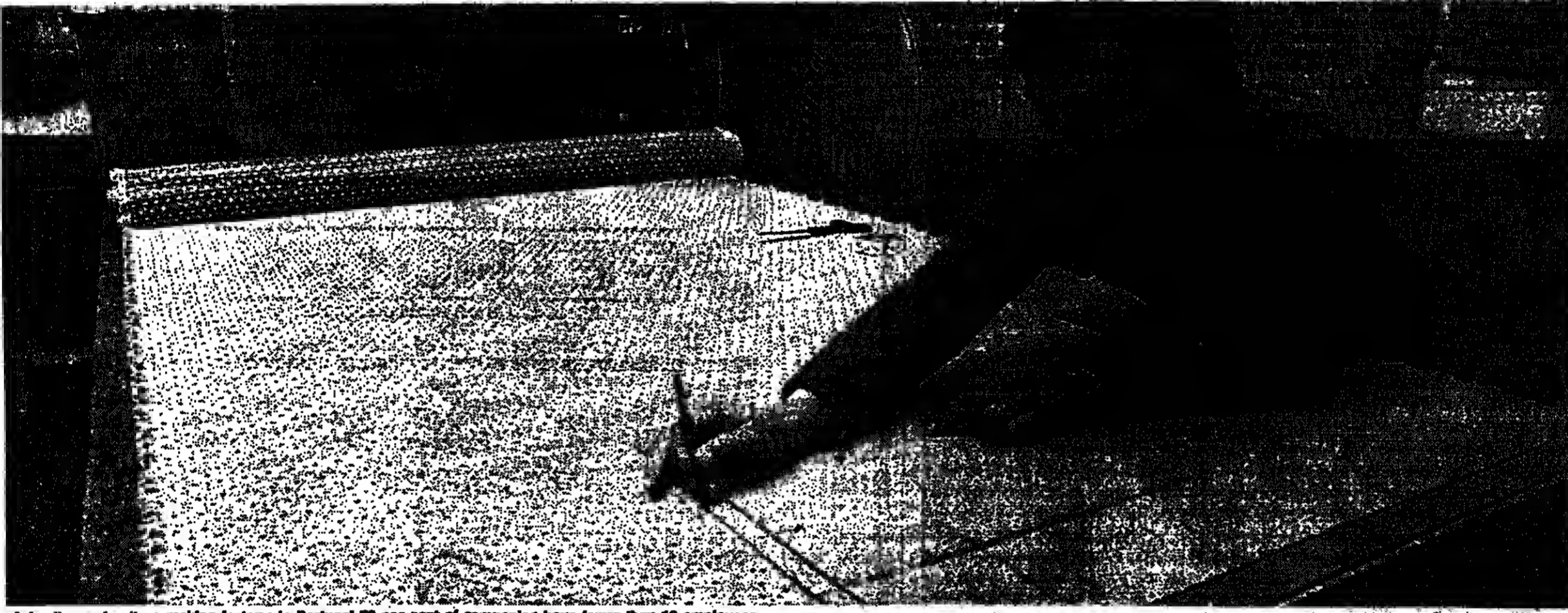
The CIP believes the government is hampering industrial growth by progressing too slowly with privatisation. "The sooner the government privatises, the sooner they will relieve the economy of nationalised industry's debts and inefficiency," said one official. "The public sector deficit is an immense drain on the country's financial resources that restricts the availability of credit and capital for productive investment and distorts the efficient working of the financial system."



Welding optical fibres in one of Portugal's high-tech companies



Thread being dyed at the Oliveira Ferreira textile factory. Textiles along with ceramics, footwear and furniture are Portugal's traditional industries



A family-run furniture making factory: in Portugal 70 per cent of companies have fewer than 10 employees

Trade boost

British exports to Portugal increased by 30 per cent last year to \$700m, says the Portuguese Chamber of Commerce and Industry in the UK.

Nevertheless, Britain — which for many years was the principal overseas supplier to Portugal — was in 1987 placed last year behind West Germany (\$1.2bn), Spain (\$1bn), France (\$940m) and Italy (\$740m). Around £277m in foreign investment was made in Portugal last year, of which 50 per cent came from the UK.

The Portuguese Chamber of Commerce in London "concentrates on supporting trade flows of products and services in both directions" between the UK and Portugal, says the chamber's director-general, Mr Ronald Fisher.

Together with the Portuguese Trade Office, the chamber stimulates commercial and industrial relationships by identifying business opportunities, organising conferences and exhibitions and providing a forum for businessmen from both countries. For more information, contact the chamber on 01-463-4672; fax number 01-463-4772.

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PORTUGAL 9

Architects consider how to heal wounds of devastating fire

New life for a beautiful city

AS ARCHITECTS consider how best to heal the wounds inflicted on Lisbon by the fire that destroyed the heart of the 19th century Chiado shopping district in August, hopes are emerging that rebuilding and renovation can be extended to bring new life to other historic areas of Europe's most beautiful capital.

Mr Alvaro Siza Vieira, a Portuguese architect, internationally renowned for his work in the historic quarters of several European cities, has been asked to oversee the rebirth of the Chiado.

The project, expected to retain the essential character of the district in spite of continued clashes between traditionalists and modernists, could become the centrepiece of a revitalised Lisbon.

"We hope that what happens in the Chiado will serve as an example for reconstructing the rest of the city centre," said Mr Goncalo Ribeiro Teles, an architect and one of Portugal's leading environmentalists. "We need a plan to save the whole historic area along the banks of the River Tagus."

The Chiado was part of the low-lying centre of Lisbon that was rebuilt under the Marquis of Pombal, King Jose I's chief minister, after the city was devastated in 1755 by an earthquake and a huge wave that rolled in from the Tagus estuary.

The 18 buildings destroyed by the fire this summer represent about 1 per cent of Pombaline Lisbon which itself accounts for 10 per cent of the historic areas of the city.

On either side of the Pombaline district, distinguished by its broad avenues and plain, stately buildings, medieval quarters climb steeply up the hills that escaped the earthquake.

To the east, the Alfama, the oldest neighbourhood in Lisbon, is a labyrinth of steep steps, cobblestone alleys and wrought-iron balconies covered with geraniums. To the west, the Bairro Alto and Madragoa districts, bustling with crowds visiting the taverns.

Concern is growing over the state of these and other old quarters of the city that have fallen into such decay that buildings structurally collapse as the archaic wall-work character of Lisbon deteriorates into a state of dangerous dilapidation.

Programmes, often drawing on EC funds, have been devised to renovate selected areas but many specialists, such as Mr Ribeiro Teles, a representative of the Monarchist Party on the Lisbon City



The authorities are now taking a much tougher line over graffiti and anarchic bill posting

Council, is pressing for a wider plan to preserve historic districts from ruin.

In recent decades, Lisbon and the northern city of Oporto have been struggling to cope with the steady migration of populations from the rural interior seeking jobs in industry and the services. Huge housing estates sprawl across the outskirts of the city along with whole neighbourhoods built clandestinely without proper roads and utilities and what the Lisbon Tenants' Association estimates to 16,000 shanty dwellings.

As the suburbs exploded, placing tremendous strain on the infrastructure and road and public transport access to the cities, the historic centres have been abandoned to neglect, ruin and property speculation.

Today hardly anyone lives in the Pombaline commercial centre of Lisbon, known as the Baixa, that falls deserted as soon as the shops and office closes. Masonry is falling from the grimy facades of towering buildings in ancient quarters such as the Bairro Alto, Mouraria and Alfama.

Many of Lisbon's inner city problems are a consequence of a 40-year rent freeze imposed by the Salazar regime. The freeze was lifted only three years ago by the Social Democrats, permitting annual rent increases at determined per-

centages. Small landlords could not afford repairs as the value of their frozen rents diminished over the decades until they became hardly worth collecting.

The solution for owners has been to sell their properties to the state or private companies seeking head offices in the city centre. Many buildings purchased in this way for government departments and corporate offices have been finely renovated that show the beauty of old Lisbon at its best. But before they can be sold, landlords have to wait for their older tenants to die or persuade them to leave by giving them enough money for the deposit on an apartment in the suburbs.

This process has steadily emptied the city centre of inhabitants, while the buildings that still house people are allowed to fall into ruin; their empty apartments often used as clandestine warehouses, as landlords wait for the last tenants to leave in the hope of selling to a corporation.

Mr Ribeiro Teles has called for people to be brought back to the Chiado when the area is rebuilt, a factor he says would have helped raise the alarm more quickly after the fire broke out.

He said: "I believe the answer is to bring life back into the city centre by building apartments, small shops and

workshops so that there is a thriving community here."

The problem of historic areas like Alfama, Mouraria and Graça are more fundamental. Little has been done to restore some of them since the middle ages, while traffic and the installation modern utilities have increased the strains on their structures.

Efforts are underway to improve some of the these neighbourhoods and the face of Lisbon is growing brighter as the result of a clean-up programme.

Rossio railway station, rarely given a second glance under its black grime, recently emerged as an intricate monument to 19th century architecture after extensive sandblasting.

The authorities are growing tougher on anarchic bill posting and most of the layers of political graffiti painted on walls, statues and even trees after for years after the 1974 revolution have been removed, not without some regret over the losses of some Chinese-style masterpieces of mural painting that were mostly the work of small Maoist parties.

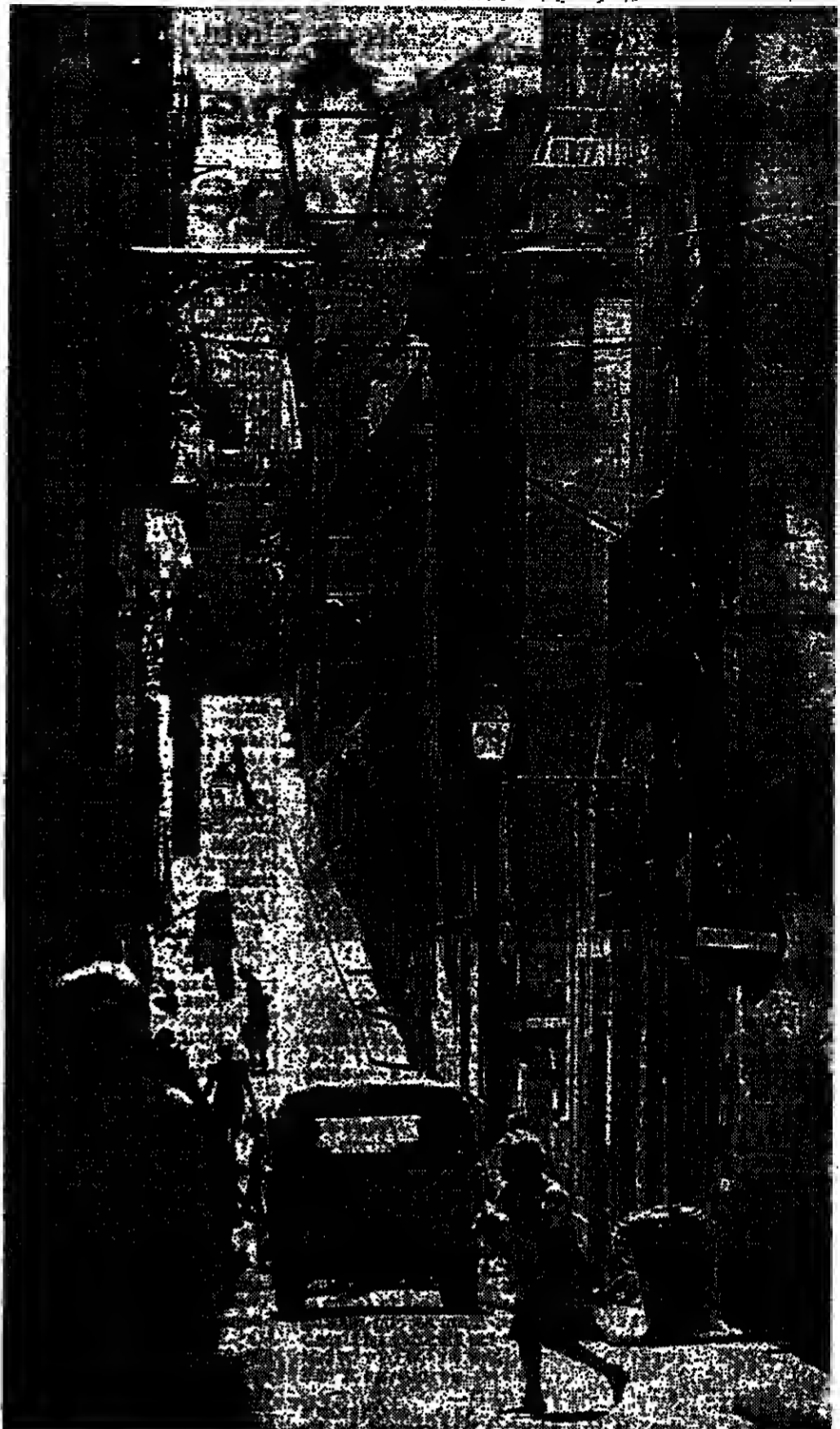
Mr Nuno Krus Abecassis, the Mayor, is working to eradicate shanty towns, a scheme has been launched to help poorer tenants renovate and repair their buildings and a programme to restore the Alfama

is awaiting implementation. But many believe a wider plan for the reviving all historic sectors of the city would be more effective than piecemeal programmes.

"Preserving the Alfama as a protected island within the rest of city is not the solution," said Mr Ribeiro Teles. "Lisbon needs a global programme, eliminating speculation by making the rules for property sales the same in all areas of the city, limiting the volumes of building, determining an adequate proportion of open spaces and ensuring that all historic buildings can be renovated and preserved."

Specialists believe such a project will eventually emerge but it is not expected before municipal elections next year where the rebuilding of the Chiado and the restoration of the ancient city are likely to be major issues in the capital.

Financial support for such a programme might not be difficult to find. "We would be delighted to open a line of credit for saving historic Lisbon," Mr Dominique Cayancourt, the director of the European Investment Bank in Portugal, said. "But it would have to be a large global project or the figure would be too small and the city itself will have to come up with the plan."

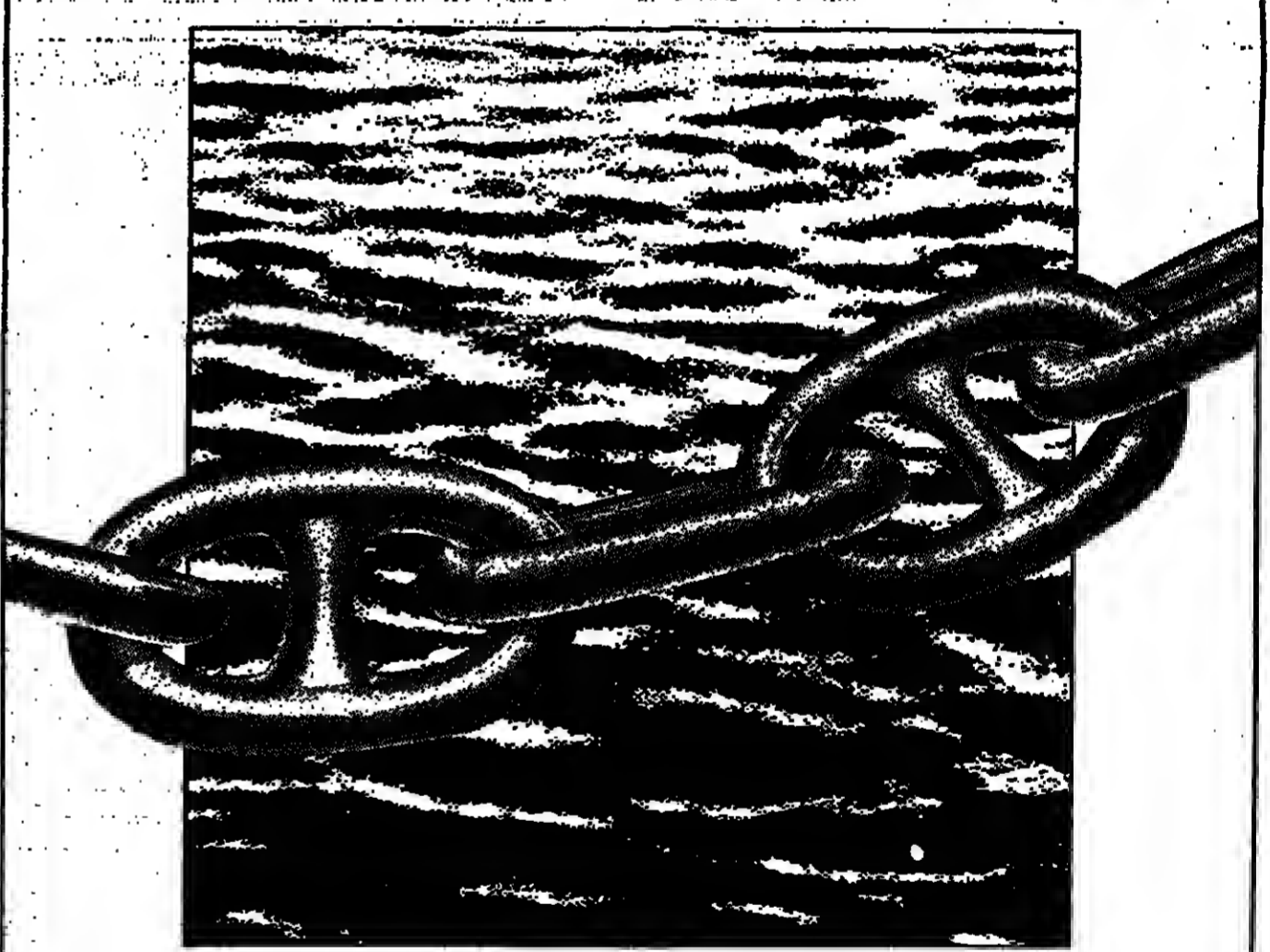


A Lisbon back street: some of the city's more run-down areas are being renovated

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PORTUGAL 10

Profile: Luis Valente de Oliveira

Channelling the aid from Europe



Luis Valente de Oliveira: Planning Minister

and planning centre for funds that EC entry would bring flooding in two months later. The Social Democrat leader split planning from the Finance Ministry, removed regional development from the Interior Ministry and abolished the Environment Ministry to place responsibility for these areas in a new Ministry for Planning and Territorial Administration.

Mr Valente de Oliveira, sometime Minister for Education and Science, was called from the Northern Region Co-ordination Commission which he had headed for five years to run what Portuguese journalists called new superministry that would hold considerable power within the Cabinet through its control of vital EC funds.

One of the Ministry's first challenges was to draw up an annual plan setting out policy priorities and development targets, alongside the budget. Opposition parties on the left, that then held a majority, rejected the plan in parliament in one of several tactical moves aimed at bringing down Mr Cavaco Silva's minority 1985-87 government.

Preparation of the budget and the plan by separate ministries brought into focus the potential clash inherent in distinct Finance and Planning Ministries. On one side planners would be expected to press for growth, investment and as much EC aid as possible, while Finance officials would be anxious to hold down budget spending and ensure that investment growth did not threaten the most vulnerable areas of the economy: inflation, the trade gap, the current account and budget deficit.

In what some observers saw as partly a move to pre-empt undue pressure on macro-economic targets by development programmes drawn up in the planning or other ministries, Mr Miguel Cadilhe, the Finance Minister, came up with his own framework for sustained economic growth minus the risk of returning to boom-recession cycles that have beset Portugal in the past.

The Structural Programme



Demand for cable is high in Portugal as improvements are made to the country's telephone and power supply industries

MR LUIS Valente de Oliveira looks like a man who enjoys the brass bands that oom-pa-pa enthusiastically at the scores of official openings he has attended as Planning Minister in the three years of unparalleled expansion of public works that followed Portugal's entry to the European Community.

A broad, good-natured northerner with a merry smile, he appears equally at home meeting mayors and addressing village hall meetings in his Friday and Saturday visits to the provinces or devising investment programmes in an office cluttered with maps, that overlooks the River Tagus estuary.

A vital brief of the 51-year-old Minister, a professor of civil engineering with a Master of Science degree from Imperial College, London, is to channel the flow of Community aid so that Portugal derives maximum benefit from

the unprecedented resources made available by Brussels.

Mr Valente de Oliveira takes pride in monuments to modernisation that are changing the landscape of the Community's poorest member - from new motorways, bridges and dams to reservoirs, schools and research labs. But it is the change in people's horizons he finds most rewarding.

"Ten years ago rural communities needed roads to end their isolation, five years ago they sought drinking water and sewerage systems, but today people think in terms of schools, libraries and playing fields," the Minister said, measuring how far the country has come and the distance it still must cover.

Mr Valente de Oliveira's ministry was created by Mr Anibal Cavaco Silva, when he became Prime Minister in November, 1985, as a control

for Correcting External Deficits and Unemployment (POCED), drawn up with the World Bank, sets out terms that investors consider excessively-rigorous for guaranteed foreign exchange returns and capital/job ratios.

Mr Valente de Oliveira faces up to restraints that the frailties of Portugal's economy place on development with realism and determination. "We must find just the right dose of investment that makes optimum use of funds available without upsetting our macro-economic balance," he says.

He is working on a regional development programme, a global plan required under new Community rules, that replaces appraisal of a series of separate projects by Brussels with a single national framework, giving governments greater autonomy to determine the use of EC funds and the direction of development.

"We are looking for equilibrium between productive investment and the need to bring down inflation, reduce the budget deficit and keep the trade gap to a reasonable dimension," the minister said.

Mr Valente de Oliveira is encouraging local government to contribute to EC development projects in their regions to reduce the investment that must be met by the public administration. "Nothing is compulsory," he says, "but I feel certain we can convince local authorities to supplement investments that will improve the quality of life in their areas."

The Minister believes local councils will listen more closely today than ever before. "One of the most gratifying changes I have experienced is growing confidence in the working of local government and the central administration. People now believe in the system, they know what the rules are and trust them to work clearly."

Today, he says, people are returning to interior towns such as Viseu, Castelo Branco and Lamego. Previously, they headed for Lisbon and Oporto or richer European countries. That is testimony to the improving quality of life in once-neglected provinces into completing the main north-south motorway between Lisbon and Oporto, highway links to the main frontier crossings into Spain, a new bridge over the Douro River in Oporto, extending airports in Oporto and Faro, and improving railways. Aid from the EC's STAR programme is helping telecommunications go digital.

Modernising industry and agriculture involves not only investment in plant, machinery and infrastructure but also tapping funds from Community programmes such as EURSICA, to promote research and development, and VALOREN, to encourage the use of alternative energy sources, with the overall aim of improv-

ing competitiveness. Education, with special emphasis on vocational and technical training, has been defined as the country's top priority for the coming decades.

Two restraints face Portugal in using Community funds as a springboard into the 21st century. The first is the country's administrative and technical capacity to prepare and implement enough sound projects to absorb the increasing flow of grants available. "After having practically no money for anything for 10 or 20 years, engineers in some areas are suddenly being asked to produce a project a week," said an investment specialist. "Technical staff have responded to the challenge magnificently up to now, but only time will tell how far they will be able to cope as development continues to expand."

The second limit is the economy itself. As investment and consumption soar, partly due to the massive influx of Com-

munity funds, inflation has started to rise and pressure is growing on a yawning trade gap, due to heavy reliance on imported capital and consumer goods, and on the balance of payments on the current account, which may slip into a year-end deficit of about \$100m for the first time since 1983.

Rules requiring national financing for part of EC-funded projects, usually between 10 and 30 per cent in Portugal, also present the Government with difficult decisions over whether to turn down Community aid or reduce efforts to reduce their massive budget deficit.

"Making choices and setting priorities for EC funds will prove steadily more difficult as the most pressing projects are completed," said Mr Jose Val de Almeida of the EC's office in Lisbon. "The next 10 years will be crucial."

Peter Wise

Young people no longer have to go abroad to earn a living

Building a future at home

YOUNG PEOPLE, who for decades abandoned the grim, granite villages of poverty-stricken Trás-os-Montes to support their families with wages earned in Spain, France and Germany, are today riding motorcycles only a few miles into the nearest town to learn farming skills that will help them build a future at home.

In Braganca, capital of this remote north-eastern province, one of Europe's poorest regions, once-dreary cafes bustle with jeans-clad youngsters attending European Community-financed Young Farmers' courses that will show them how to make modern profitable concerns out of the rugged lands their parents subsist on.

Vocational courses across the country are using grants from Brussels in the same fashion to change Portugal in intangible ways that extend beyond the bridges, dams and motorways whose road signs bearing the blue European flag testify to the physical transformation EC aid is producing in the Community's most backward member.

"Modernising infrastructure is crucial but it wouldn't make sense without a similar support for human resources," said Mr Luis Valente de Oliveira, the Planning Minister. His team charged with setting priorities for the vast Community funds flowing into Portugal, is shaping the path of development for generations to come.

European cash is bringing about dramatic changes. Bankers estimate EC funds will add as much as one percentage point a year to growth of Portugal's gross domestic product up to 1992. No other Community member has enjoyed aid of an equal dimension. After annual tranches of pre-accession grants, EC funds jumped during the first year of membership in 1985 to Esc49.5bn (\$200m), net benefit of Esc30.4bn after contributions to the Community budget.

The flow doubled in 1987 to Esc99.5bn, for a net gain of Esc63.5bn. This year the government estimates aid will approach Esc157bn. In addition, the European Investment Bank (EIB) has pumped low-interest credit worth a further Esc15bn into Portugal since 1988.

The future promises even greater largesse. EC reforms meant cash from the European Regional Development Fund (FEDER), the main source of grants, will double over the next four years for poorer

members such as Portugal, which currently receives between 10.5 per cent and 14.5 per cent of the Community budget in FEDER monies. Changes in EC philosophy have removed the danger that Portugal could become a net contributor to the Community. Instead, they ensure that the country will gain more than most from moves towards greater economic and social cohesion among the Twelve.

Portugal benefited from careful preparations made during years of waiting for member-

No other Community member has enjoyed aid of an equal dimension.

ship. Major public investment projects, lacking only the finance, were ready for appraisal in Brussels almost as soon as the country joined. "People feared Portugal might not be able to come up with enough good projects to absorb the funds it was eligible for," said a foreign banker, "but the speed and quality of the first set of applications for FEDER funds impressed everyone."

Lisbon has also shown progress in convincing the Community it needs substantial help beyond the basic structural FEDER, European Social Fund (FSE) and European Agricultural Guarantee and Guidance Fund (FEOGA) grants to recover from decades of underdevelopment that separate Portugal from the rest of Europe. Three special aid plans have been created:

The Specific Programme for the Development of Portuguese Agriculture (PEDAF) will provide at least Esc700m over the first 10 years of EC membership to restructure farming, and discussions are underway to increase the funds available.

The Specific Programme for the Development of Portuguese Industry (PEDIP), now being completed, will inject Esc500m of special grants into modernising industry over the next five years, a further Esc500m will be channelled into the scheme from regular structural funds together with a limitless amount of EIB loans to which Brussels attaches the symbolic figure of a further Esc50m.

The Programme for Portuguese Educational Development (PRODEP), which the Community is expected to approve by the end of 1988, will supply an estimated Esc420m for education over four years,

with about 70 per cent of finance coming out of EC structural funds.

EC entry came at a propitious moment for reaping maximum advantage from Community aid as Portugal emerged from recession to enjoy unimpeded economic growth and political stability. The first three years of membership saw a 10 per cent rise in gross value added and a 15 per cent rise in investment opportunities but has rallied strongly. "Risk of our loans to industry and housing going to the private sector,"

said Mr Dominique Cayancourt, EIB director in Portugal, "as Portuguese investors have come to realise the bank is not exclusively geared to government lending."

Investment priorities are clearcut for a country so underdeveloped in relation to its

neighbours, with EC aid providing the main source of investment funds. The most pressing projects are those that will improve the infrastructure to reduce the massive overburdened road network, develop the electricity industry, and improve the water supply in the north, in Setúbal, south of Lisbon.

Besides improving the quality of life with jobs and facilities that will make rural towns more attractive, developing transport and communication networks is crucial to render the interior accessible. Structural funds are being pumped where increasing local government power gives Portugal greater say in their own affairs.

"The success of Portugal's membership of the EC is not just a challenge for the Government," Mr Valente de Oliveira says, "it is a challenge for every Portuguese."

Peter Wise

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PORTUGAL 11

The most advanced European standards are to be equalled by the year 2000

How a simple message made education the priority

MINISTERIAL eyebrows may have flicked upwards at the government's first Cabinet meeting a year ago when Mr Roberto Carneiro, the Education Minister, asked his colleagues to watch a 10-minute video. The simple message of the World Bank film "Investing in Children" was that money spent on education pays a considerably higher return on capital than bank deposits into factories and roads.

currently only 14 people in every 100 have been to school for more than four years - achieving standards equal to those of the most advanced European countries by the year 2000. "I believe we can mobilise people behind a drastic reform of the education system," he told the Financial Times. "They sense they can be protagonists of history. The Portuguese feel it is no longer their destiny to be labourers in Paris, maids in Lyons or garbage collectors somewhere else. But a tremendous effort is needed to close the gap that separates us from the rest of Europe."

Education has been devalued by half a century of misery investment and barren centralised control under the Salazar regime followed by a series of short-lived governments after the 1974 revolution. "Portugal is carrying a great collective burden," says Mr Carneiro. "When a society loses faith in its schools it loses faith in its future."

EDUCATION TARGETS FOR 1992 As percentage of eligible population. Table with columns: Portugal current, EEC average, Portugal 1992 target. Rows: Pre-school education, Nine years' schooling, Vocational/technical, Special education, Illiteracy rate, Higher education.

Children, parents and teachers point readily to what has undermined that faith. In recent years, pupils carrying their own chairs to school or studying under umbrellas to shield them from leaking roofs graphically illustrate the shortcomings of scarce and dilapidated facilities. Of Portugal's 120,000 teachers, earning around \$55,000 (\$358) a month, only half have been able to obtain any professional training. Until a new law this year, more than one in 10 teachers had to move from school to school across the country to find a post each year, regardless of families or housing problems.

Compulsory education, increased to six years after the revolution, was raised to nine years for children entering elementary education after 1987. Eventually, Mr Carneiro aims for 12 years of schooling, thus raising the minimum school-leaving age from 12 to 18. But as Portugal implements moves towards universal and extended education made by richer European countries 20 years ago, the school system has shown signs of collapsing under the strain. Each year 100,000 children abandon school before they are 15. The failure rate during the first four years of school is 40 per cent - a figure the Minister

plans to reduce to the European average of 5 per cent by 1992. Child labour has yet to be eradicated. Perhaps most crucial to Portugal's future is a change of attitude towards technical education. Technical schools were virtually phased out after the revolution in what was apparently intended as a move towards comprehensive education but ended up by generalising academic grammar school-style teaching. In a poor country where education remains relatively elitist, social achievement tends to be measured in doctorates and the accompanying titles of "Senhor Doutor", "Engenheiro" or "Arquitecto" are still everyday forms of address in Portugal. The result is that while administrators, lawyers and medical practitioners abound, there is a drastic shortage of an intermediary level of technicians, middle managers, agronomists and skilled workers - the kind of people, Mr Carneiro says, who will get their hands dirty and help make Portu-

guese industry and agriculture competitive. Only 5 per cent of Portuguese youngsters receive any kind of technical or other vocational training, forcing Mr Luis Mira Amarel, the Industry Minister, to acknowledge that "a lack of skilled technicians and workers is currently the greatest restraint on our economic and industrial development." Mr Carneiro aims to change this situation by channelling 50 per cent of students, the current European average, into technical education by 1992. Private industry is being encouraged to set up training schools with EC grants, new polytechnics are springing up and, in an exception that illustrates Portugal's pressing problems, European Social Fund investment has been approved to extend technical instruction within the state school system. "I look forward to the day when everybody in Portugal is just plain mister," says the Education Minister.

But changing attitudes will not be sufficient to transform Portuguese education. The government recognises that a "drastic increase in investment, both in quantity and quality" is required. Public spending on education is currently between a quarter and a third of the European average in per capita terms, exactly the same distance that separates Portuguese industrial productivity from that of its EC neighbours. Despite the Prime Minister's commitment, Mr Carneiro faces some tough bargaining in Cabinet to maintain spending on education at 4.75 per cent of GDP - 12.8 per cent of the total government budget - as last year. To carry out the intensive investment he deems essential he has turned to the EC, drawing up a four-year special programme for developing Portuguese education expected to be approved in Brussels by the end of the year that should provide \$5400m to modernise schooling in mainland Portugal, Madeira and the Azores islands. Peter Wise

PROFILE: AMERICO FERREIRA DE AMORIM

A determined pioneer

LIKE THE great Portuguese navigators before him, Mr Americo Ferreira de Amorim is a pioneer - an easy chair failing to hide an equally steady determination. As head of the Amorim group of companies, he has steered a course that has led the family firm from a basic business, supplying corks to the port and wine industries, to links with such European corporate businesses as Mr Robert Maxwell and Mr Carlo de Benedetti. When their father died in 1963, eight sons found themselves with a business with sales of about \$200,000 a year. Today, the group's 17 main, vertically integrated industrial units are expecting turnover to reach \$185m with Americo independently at the helm. According to analysts at James Capel, "the group as a whole is responsible for 31 per cent of the country's exports of cork and cork products or 22.78 per cent of world output."

In spite of this extraordinary level of market penetration, Americo has not sat on its laurels. With extensive research and laboratory work, it has devised products beyond the stoppers and tiles businesses, continuously modernising to find new industrial applications. Cork's unique qualities have helped. But Americo has also been aggressive in creating markets. In recent years, for example, it has used new technology to better its way past traditional suppliers into the highly-conservative Champagne industry and has now had to double its 100,000 capacity to meet demand from all the best-known producers. Other uses range from insulation products to compounds with rubber for gaskets. Mr Amorim attributes much of the company's now prodigious growth to his own realisation as far back as 1962 that eventual Portuguese membership of the EC was inevitable, and the

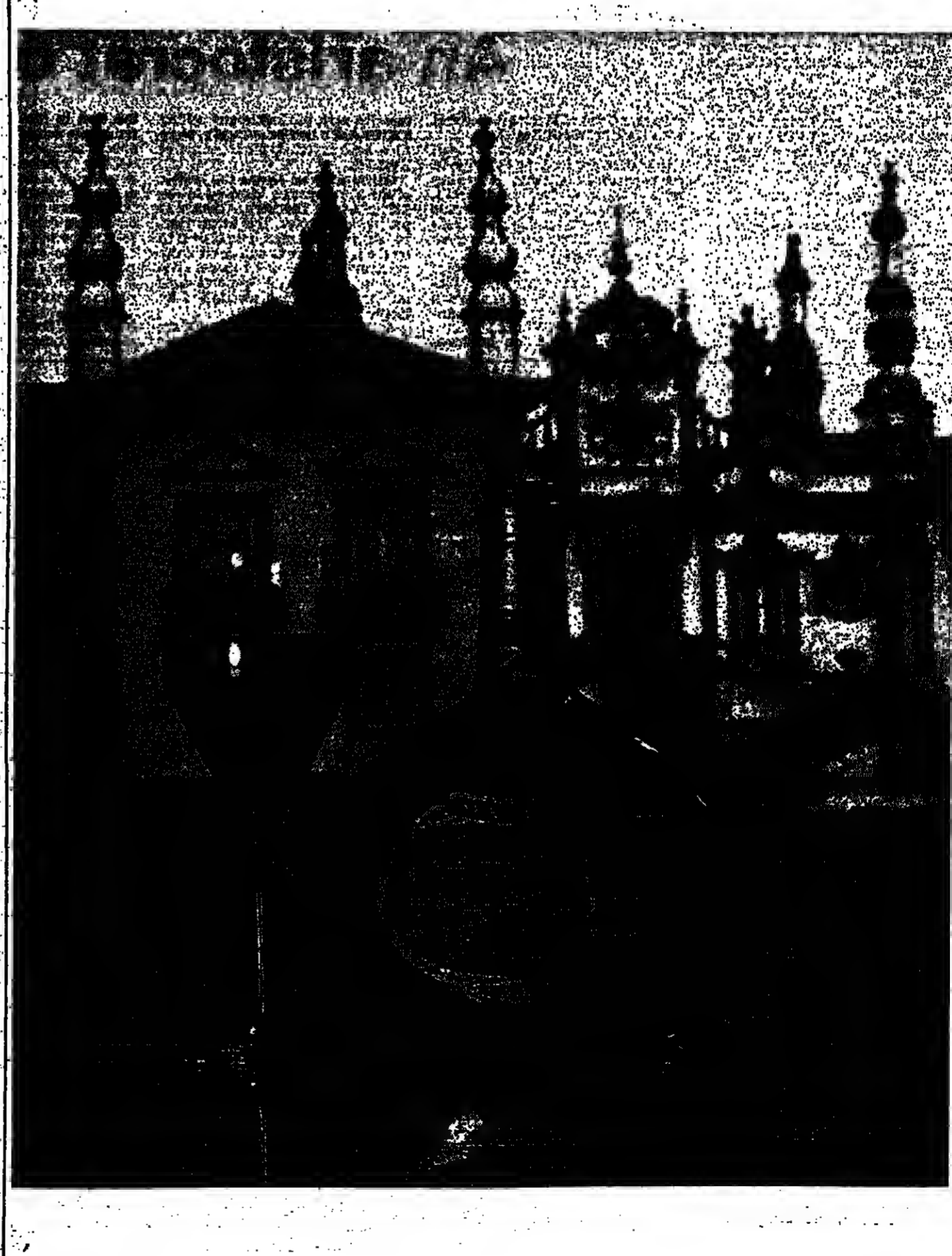
consequent early planning of new factories. But it is only in the last eight years that he has begun a generalised diversification. So far only four of the group's subsidiaries publish reports, but Americo has now entered, often as a minority stakeholder, leasing, insurance and financial service activities. Like other big family businesses in the north, he also strongly supported the creation of the Banco Comercial Portugues when private banking was resumed. Other activities include beef farming and forestry, tourism, property, construction and textiles. Aware of his reputation, foreigners have sought him out for joint ventures. These have included a plan with the French Accord group, owners of the Novotel and Ibis chains, to build 25 three and four-star hotels. Americo is also reported to have been offered a seat on the board of a new Carlo de Benedetti-led

Europe-wide holding company to spearhead new investments and to be exploring possibilities in the property market with the British publishing tycoon, Mr Robert Maxwell. "Portugal is a small country and when you have a group, you have to think of new opportunities," Mr Amorim says. "Anyone who wants to grow must diversify." Not least of these opportunities are the fruits of the new privatisation proposals now beginning to emerge from the government. Next year, Americo plans to combine its activities in a holding company and issue stock on the Paris and Madrid bourses. A London quotation is expected to follow. There will be no danger of takeover, however. Mr Amorim, who is reputed to manage with a rod of iron, is sufficiently traditional to insist that the family, and that means he, will always maintain control. Ivo Dawney



Funchal Bay, Madeira island, an autonomous region of Portugal and a long-established holiday venue, especially popular with overseas visitors. Portugal last year attracted more than 7.5m foreign visitors, of whom 1.2m were from the UK. Madeira, along with the nine-island Azores archipelago - another autonomous region - both have regional parliaments and their own budgets. Madeira is also developing offshore banking and duty-free zones.

Advertisement for CAIXA GERAL DE DEPÓSITOS. Features a large graphic of a key with the letters 'CGD' inside it. Text includes: 'We are a Master Key', 'When it comes to investment we open all the doors', and 'THE BANK FROM PORTUGAL TO THE WORLD'.



Vertical text on the left margin: 'arn a living', 'ome', 'WHIA RIAL U.S.A.', 'PACRAGINE', 'ES - JARS', 'More & c PORTUGAL', 'P. TARDUCCI'.

PORTUGAL 12

Being predictable may not win prizes with wine buffs but it pays off at the supermarket checkout

Product consistency leads to marketing success

WINE BUFFS celebrate their drink for its dramatic inconsistency. If that were not so, all that chat about affable, if presumptuous little vintages with full noses, would never have been invented.

Luckily, the accidents of weather, soil, grape variety and geography, have given loquacious connoisseurs plenty of material to amuse themselves, and, consequently us, although whether we laugh with them or at them depends on our own knowledge and pretensions.

Meanwhile, Portugal - arguably one of Europe's least pompous countries - has found out that adding a little predictability to the bottle may not win prizes in the panelled rooms of St James's Street importers, but tends to score at the supermarket checkouts.

There are few better examples of this than the Mateus wines, not so much an appellation as a brand, that last year sold 3m cases, representing about 3 per cent of Portugal's total wine production and 50 per cent of the total Esc\$5m (£21.2m) sales of its owner company, Sogrape.

On the seductive charms of its sweetish rose and characteristic flask shaped bottle, Mateus has launched not only thousands of holiday romances but also Sogrape into the big selling league.

Recently, the parent holding company, now undergoing restructuring - has branched into port by buying the traditional house, Ferreira, and is also planning new launches of sparkling vinho verdes and wines from the Dao region, also in the north.

The company's success has led to diversification and investments in a range of activities that embrace, banking, property and hotel development, agriculture and even engineering ventures.

But it remains the achievement of a consistent product that concentrates the Sogrape wine business on creating and marketing, Mateus now claims to be market leader in West Germany's rose sales and an astonishing 20 per cent of all Italian wine imports.

This year, Portugal's wine makers have suffered a disastrous crop, perhaps 40 per cent down on 1987, that underlines

the vulnerability of production to the vagaries of the weather. But its lesson of the value of identifiable branding has been noted by other Portuguese wine companies, like Lisbon's Fonseca, which is now doing well with a rival rose, Lancera, in the US market.

This is not to say that several regions could not produce the equivalent of high quality chateau bottled wines, given investment. A recent visit by members of the distinguished Institute of Masters of Wine concluded that, in some respects, Portugal paralleled Italy's industry several years ago.

But in the short term, it is branded wines that look set to ensure a guaranteed place on the supermarket shelves.

Sogrape is now planning three new products including a Dao, a vinho verde, and a more costly 'special reserve'.

While admitting being a brand-orientated company, Mr Salvador Guedes, recently in charge of European sales insists that low cost and quality is not part of the game plan.

"We are not competing in the lower sector of the market so we are not worried about cheap wines coming in from Europe," he says. "Our main worry is about parallel trading and our positioning in various markets."

"A Portuguese supermarket could easily sell our wines which are lower priced here to the UK, and make a profit - this has already happened."

The shadow of 1992 holds few fears, however. If lower tariffs are unlikely to boost exports radically Portuguese low incomes and residual chauvinism should keep the foreigner from damaging total sales which last year were just less than 300,000 hectolitres worth Esc\$7m.

Small farmers must continue to battle with the elements, but are unlikely to be forced to grub up vines as their total output and long established regulatory system means they can claim not to be contributing anything to the notorious wine lake but merely meeting local consumption.

Indeed, technical grants from both the EC and the World Bank are helping modernisation and efficiency.



The caves of Taylor's the port maker in Oporto. Sales of port have been rising steadily and it is finding new markets far away from gentlemen's clubs

For the venerated port industry, the pile it high, sell it affordable philosophy is hardly natural style. Not least, the long lead times and complexities of production, diversity of brands and vintages and a total generic promotions budget of less than £500,000 make Mateus style success neither feasible nor desirable.

Nevertheless, the growing affluence of young people and status attached to the drink appears to have found new markets hardly identified with the port-and-wine pub drinkers or the gentlemen's clubs.

Since the big shake-out in the 1960s when swooping multi-nationals like Seagrams led at times to despair in the hundred wineries on the Vila Nova da Gaia quayside, a quieter industry has enjoyed consistent growth.

Export volumes have increased from 410,000 hectolitres in 1976 to 684,000hl last year with total sales now valued at somewhere around Esc\$5m - still above the earnings of wine.

"The companies are now in a fairly good financial state," says Mr Antonio Filipe de Cockburn, now part of Allied Lyons' Harvey's of Bristol group. "Nobody is going to disappear unless they want to sell out."

France and Belgium, which drink port as an aperitif, account for almost half all foreign sales, while Britain's 12 per cent of the export cake concentrates heavily on higher-value vintages. There is also new and healthy interest in the US whose purchases have more than doubled to 12,500hl in the last four years. The Far East shows promise.

ENSCONCED IN his ancient, low-beamed dockside office overlooking the port warehouses of the River Douro, silver-haired Mr Joaquim Manuel Calem appears the very model of the traditional Oporto patriarch.

Indeed, he has recently strengthened his iron grip on A.A. Calem Filho Limitada by lifting his personal shareholding to 80 per cent, even though the only other two owners are close members of this own family.

"One likes to ensure control," he smiles, "though I admit it is rather going against the modern flow."

Such sentiments are common among the old strong-willed aristocracy of the port trade. Mr Calem himself found his father and uncle's management of the family company sufficiently dogmatic to keep him away from the business until 1974, preferring to serve his apprentice-

ship as a General Motors dealer and with National Cash Register.

Founded in 1858, Calem's began as a port trader ferrying the wine in clippers to Brazil and returning with cargoes of tropical timbers. Today, one division of the business concentrates on stocking and selling special steels and acting as agent for Sweden's SKF.

It also distributes such prestige products as Hine cognac and Bollinger Champagne, alongside its own Douro table wines through its distribution company, Vinus.

But the core of the business

remains port, producing and selling 300,000 dozen bottles annually, more than half exported, for a return of Esc\$2.5m.

Calem is by no means the largest of the 22 companies involved in the £130m-a-year industry, though it produces Velhotes, the home market's favourite brand, and claims to be the last family to still control the company that bears its name. (The Taylors, Warres and Grahams have all long since been swallowed by larger groups.)

Such proud boasts, Mr Calem hopes, could spark new growth for

the firm in the future. For so far, unlike the astonishing fashion-induced surge of the single malt whisky market, port's growth remains on a more gradual, though definitely upward trend.

But there are hopes that greater consumer discrimination and the selling power of exclusivity will continue to contribute to the company's steady 5 per cent to 10 per cent a year increase in highly competitive export markets.

"The problem is that port markets are different," says Mr Vasco d'Avillez, Calem's senior vice president, formerly with Heublein and IDV. "Each has to be treated especially. We are hardly going to dictate social convention to the French, for example, who drink port as an aperitif."

Mr Calem has, however, been dictating a substantial new investment programme, increasing land in production, expanding and modernising plant and pursuing his declared aim of "quality, quality, quality" with the creation of single quinta (vineyard) and late bottled vintages.

Like other producers, he believes

that only by cutting out exporting in cases in favour of in-plant bottling can more value be added locally, though a quarter of his own exports go under the labels of such buyers as Sellaway and Argyle.

The prospect of an explosion in sales like those of Macallan or Glenmorangie is limited, however, by the very nature of the port production business and the long maturity periods required.

Currently, Calem's is not seeking to achieve volume growth of more than 10 per cent a year and neither are Saatchi and Saatchi set to win a

new account.

"It is a question of lots of imagination, regularly brought down to earth by common sense," Mr Calem says. "We can't possibly fight the big groups, but I believe a good product plus good service sells itself."

As if to prove it, he happens to be the Portuguese agent and franchise holder for two other companies that do just that - sports car-maker, Ferrari and the phenomenally fast growing natural cosmetic products chain, The Body Shop.

"The Body Shop doesn't believe in marketing but puts all its cash into the product," Mr Calem observes admiringly. "You get the customers by just opening the doors."

Perhaps, for a port shipper, canny Mr Calem is not really quite so conservative as he first appears.

PROFILE: JOAQUIM MANUEL CALEM

An aristocrat of the port trade

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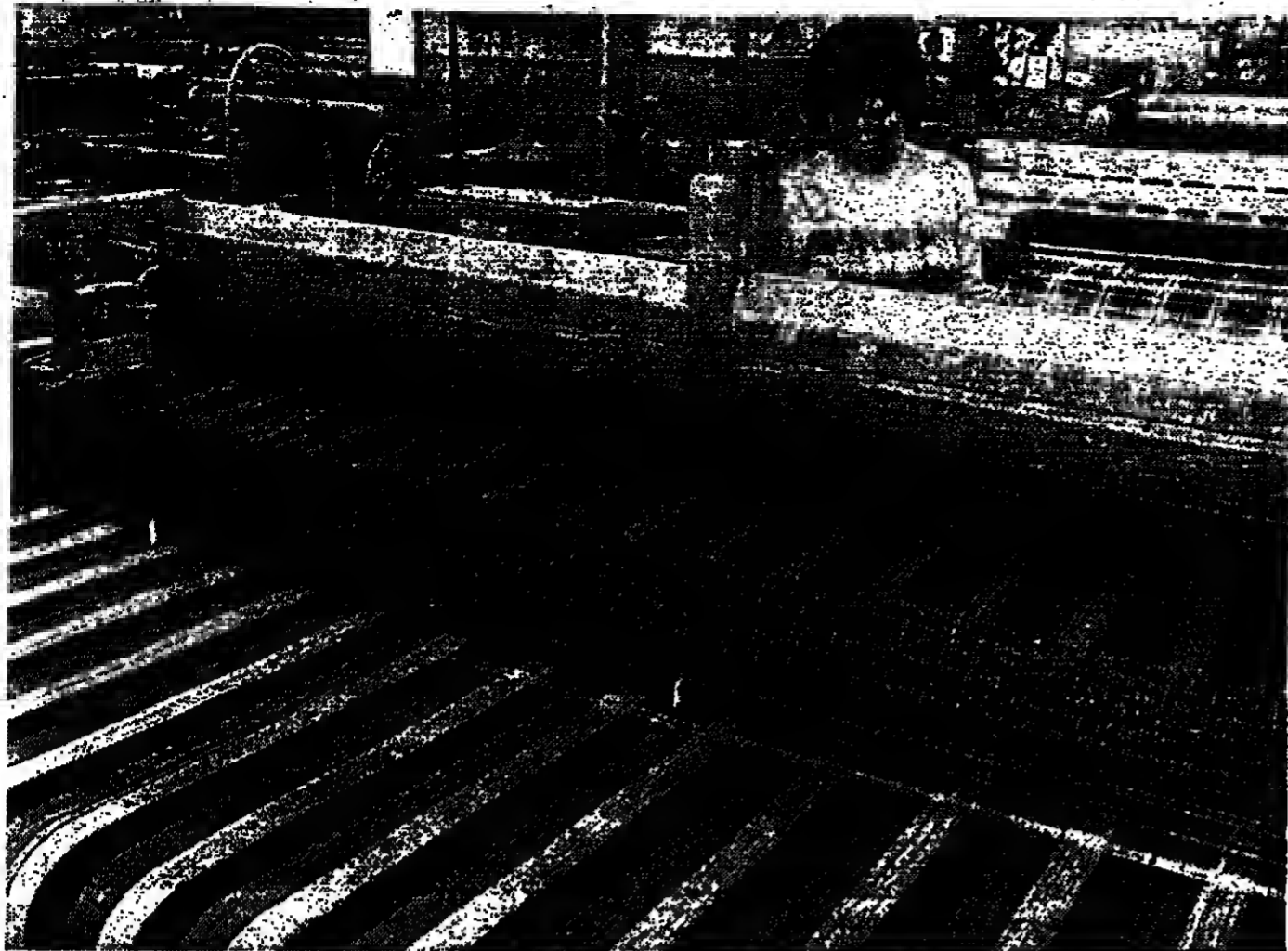
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PORTUGAL 13

Johnnie 12/88



Spinning machine in a Portuguese textile factory: this industry directly provides 220,000 jobs



Weaving in Portugal: textile output is equivalent in value terms to 25 per cent of Portuguese production

The textile industry is warning that a nationwide collapse could be just around the corner

Sector's leaders seek government intervention

PORTUGAL'S textile industry is feeling harassed. Although frequently held up by the government as the quintessential example of the capabilities of the country's industrial private sector, the sector's leadership is now warning that, without government intervention, disaster is imminent.

The lion's share located in the tiny golden triangle of Porto-Braga-Guimarães in the northern region, textiles are the largest earner and employer outside agriculture giving jobs directly to some 220,000 and providing a prime source of income to 800,000 more.

Last year, the industry sold about 60 per cent of Esc41.6bn of its total production abroad - a third of the country's total

foreign earnings. In value terms, overall output is equivalent to one quarter of all Portuguese production by manufacturing industry. Of this, 70 per cent is in higher value, ready-to-wear clothing, with the remainder scattered through fibres, yarns and weaves.

But in spite of these proud boasts, leaders of the hundreds of textile companies spread across the country are warning that a nationwide collapse is just around the corner.

Mr Alexandre Pinheiro, head of the ANIVIC clothesmakers' federation and a militant campaigner for the industry, argues that double-crossing by the European Community and inadequate backing from Lisbon has systematically undermined potential growth since the revolution stagnated pro-

duction in 1974. "Since then, the industry has grown little and badly", he says. "We are now suffering from problems of investment, lack of bank financing and from lack of flexibility in employment laws."

"But, chiefly, the problems stem from the EC's failure to meet its commitments, and its imposition of quotas and restrictions on sales."

Mr Pinheiro argues that when Portugal was a member of the European Free Trade Association (EFTA) its access to EC markets was far greater than it is today. Now countries like the UK and France frequently impose licenses and unit-quantity quotas with little or no prior warning, thereby damaging production schedules and leaving companies with unsold stock.

While imports have increased eight-fold, in just the first year of EC membership, Portugal's access to the market has for the first time been seriously hampered, he alleges, with an immediate impact on profits.

Many companies are exporting at break-even prices simply to maintain market share.

Mr Pinheiro now claims that mass unemployment and even "social unrest" are just around the corner if a new agreement with the EC is not negotiated. Such an alarmist view does not appear to be shared by government officials. Nevertheless, they accept that a fundamental restructuring of the industry is a pre-requisite to success in the longer term.

Mr Antonio Taveira, a direc-

tor of the northern region planning committee, argues: "Textiles and clothing have been on the verge of crisis for years, but always seem to get through, due to its strong capacity to adapt."

"Nevertheless, it needs to be able to diversify its complementary activities, not least in small scale machinery for industry."

In part, it is scale that produces textiles' greatest problems. The average factory in the region employs less than 50 people. Large or medium-size companies will farm out contracts to a substantial number of these small firms, thereby ensuring that if one goes bankrupt others are ready to take its place.

But the advantages that this

flexibility brings problems for raising investment finance. As long as Portuguese salaries remain competitively low with the rest of the EC, all should go well. But if they rise substantially, then alternative suppliers like Turkey, Morocco or the Far East will prove more attractive.

One foreign banker claims that while there are a number of well managed and capitalised big-players in the industry, he is flooded with loan applications for new technology from medium and small-sized firms with inadequate management expertise or collateral to prove an acceptable risk.

But he adds: "The last three years have been good for textiles and footwear with a num-

ber of new companies forming - there has now to be a greater concentration on merging and rationalising existing businesses."

Incoming investment from abroad has accelerated somewhat recently, with West German and Scandinavian companies showing most interest. But the attractions of local conditions are inhibited by poor infrastructure and communications.

For Mr Pinheiro, the only guarantee against a downturn is in boosting the reputation of the country's product internationally and developing local brand names, sold under the "Made in Portugal" label.

"Recently, we have had a great increase in quality", he says. "But this has been swallowed up by other people's

brand names disguising the country of origin."

Efforts are now underway to promote Portuguese design at international trade fairs, the first of which was held in Oporto last month.

But in the end, Mr Pinheiro remains insistent that only a centrally directed government policy, extending temporary protection for the textiles and clothing sector, can give a breathing space from foreign competition. He says that 12 years, he says, are needed, to allow the industry adequate time to readjust.

Whether or not this is true, the momentum towards the 1992 deadline for a barrier-free Europe makes it look highly improbable.

Ivo Dawson

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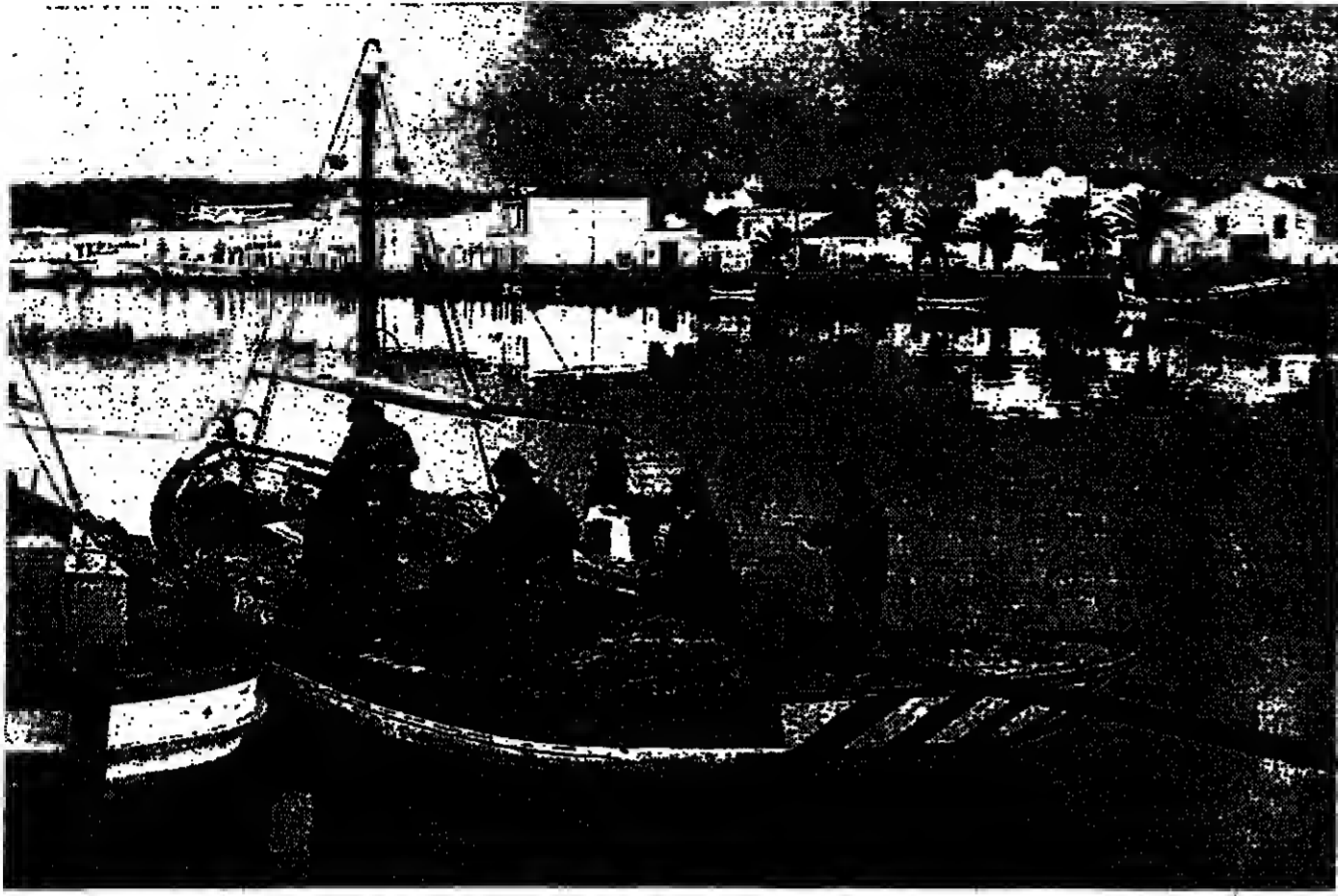
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PORTUGAL 14



Fishing continues, often amid the bustle of the tour coaches and sightseers



A Lisbon tram: now they are a magnet for visitors to the city

TOURISM

Lisbon takes to the boats

CRUISING on the river by day or night has become the way to see Lisbon from a novel angle. It has long been known the city, with its higgledy-piggledy old quarters looked good from the river Tagus, especially at sunset when the old place turns a delicate pink. But until lately to see Lisbon from the water you had to be either rich and own a boat or be a modest commuter on the ferries plying the Tagus. Now that has all changed. Waking up a little late to the notion that many visitors like to do more than clamber on and off tour coaches, the city now offers between May and September two hour boat rides by day or night - the latter prettily titled Lights of Lisbon (which include dramatically-floodlit monuments along the waterfront and further up the

picturesque colour to paying customers from Europe, the Americas and increasingly the Far East. For too long Portugal was generally confused abroad with an impersonal Algarve where you went on the cheap to bask in the sun. Like other nations blessed with long sunny seasons, Portugal is now uneasy about the downmarket packaged British holidaymaker - not least his gift for alienating bigger-spending, visitors unhappy at the prospect of sharing a resort with the segment of the enterprise culture whose manners stayed home with the thermal underwear. Quality tourism has become a shibboleth for the country - including an Algarve now investing in tennis courts, yacht marinas and golf courses to attract more prosperous year-round visitors, in luxury developments offering green space, in hotels able to cater to conventions or conferences without bursting at the seams and in efforts, somewhat belated, to block the more awful symbols of downmarket tourism: grim grey high-rises, tacky shops and restaurants. To the North owners of manor houses and less grandiose establishments are doing bed and breakfast that in some cases can stretch to lunch or dinner that has caught on with visitors with cars who like to savour the quaint flavour of Portuguese rural life. Everywhere, municipalities, after past neglect, are restoring and primping local monuments, churches and castles, museums, squares and gardens, and taking more pride in their heritage. Cafe and restaurant owners are repainting and polishing, buying new furniture and bright new awnings to replace grubby old stuff that should have been thrown away years ago.

Eagerness to preen for visitors and welcome them more elegantly is part of a rebirth of national pride that comes with political stability, economic growth, EC membership and EC structural funds that help finance local development. More polish and self-promotion that invites visitors to see more in Portugal than sun and sand, have paid off even in this hideously-rainy year until July when the sun came and stayed out, tourist revenue has gone up and should net \$2.5bn by December - 23 per cent more than 1987 (which was 40 per cent higher than 1986). The number of visitors should exceed 15m (1 1/2 times the population of Portugal).

The vast majority of visitors comes from Spain which finally discovered its neighbour when it joined the EC in 1986 and now flocks in, creating monstrous traffic jams at the frontier, shopping or dining, sightseeing and exclaiming "Mira, hombre, que raro" (How curious), and returns to Andalusia, Extremadura or Castile convinced it has been on an adventure. Well, it is an adventure to enter the house of a neighbour whom you have studiously ignored for most of his life - and find him not as impossible as you thought, but shy yet happy to show you his newly-burnished treasures.

Diana Smith

Everywhere, municipalities, after past neglect, are restoring local monuments

Landlubbers who shudder at the thought of a chug among the tugs, ferries, cargo vessels and luxury liners that frequent the Tagus have another choice a 90-minute tram tour, clanking and creaking up and down narrow, cobble streets where bus drivers fear to tread and motorists honk and gesticulate because they are stuck behind you in streets where a fat cat can barely squeeze between tram and wall. Trams have been here since the 1890's. But until 1983 no one thought of making a tram tour a daily tourist attraction. Late blossoming ideas are symptomatic of the time it has taken Portugal to understand how to show off its history and

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Markets are always popular with the tourists



Water theme parks on the Algarve, like this one near Portimão, have become big business

MUSIC

Old attitudes challenged

SAY FLORENCE Foster Jenkins to a music lover and they will shudder. Mrs Foster Jenkins, a wondrous 1930's matron used to hire Manhattan's Carnegie Hall and before a delicious audience, with her brave accompanist Cosmo McMoon, blithely assailed some of the toughest arias ever written for sopranos or mezzo sopranos - she wasn't fussy about the range. Strong men wept when Florence warbled - if that is the right word - the Queen of the Night's aria from Mozart's Magic Flute, the Bell Song from Delibes's Lakme or other feats of strength many famous sopranos studiously avoid. Later generations are privileged to share the bliss of those 30's nights thanks to recordings of Mrs Foster Jenkins' unique contribution to music. She could not sing. This did not deter her from performing with a bravura rare in the

annals of musical history. But basically, she could not phrase, rally sufficient breath to hit low, never mind high, notes, or hold a tune. She was a tone-deaf innocent with total faith in her talent and if you do not mind sore eardrums, her recordings are pure, unconscious comic genius. Over the years Portugal has suffered somewhat from the Foster Jenkins syndrome: too many uncertain singers, or indifferent instrumentalists and conductors who achieve the interesting feat of making Mozart sound like Bela Bartok. They lacked Mrs Foster Jenkins' Grand Guignol hilarity, but they have offered difficult evenings to audiences too polite to throw epithets or tomatoes as an angry Italian public would, at under-talented or under-practised performers whose confidence generously exceeds their ability. Portugal is not lacking in talent but sometimes the grind of studying and the punishing practice, the discipline of starting at the beginning, not presuming to know everything after three lessons at the Conservatory do not come easily. Musicians perform too soon or too casually for their own audiences' good and their slapdash approach detracts from the reputations of many good and hardworking musicians who have tried to set high local standards and make an international career as well. Patronage of music has been shaky, too, apart from erratic and miserly government backing, or support from the 32-year-old firm Calouste Gulbenkian Foundation, which provides scholarships and has its own orchestra and ballet company. The Gulbenkian orchestra can play well under martinet, and rather less well when given its head... not so much a lack of gifts but of a tough resident conductor pushing for consistently high standard. Outside the Gulbenkian, Portugal's few symphony orchestras suffer from lack of money, morale and players. The radio orchestra when it gives concerts must fill seats abandoned years ago by fed-up players, with green Conservatory students who can barely read a score. But times have suddenly changed. A new force is challenging old attitudes and demanding joyful audiences. It is called the Nova Filarmónica Portuguesa - the New Portuguese Philharmonic. Only five months old, the orchestra has proved a that Portuguese ensemble can not only play in close harmony but innovate and exhilarate. It is the work of an obstinate man - the composer and conductor Alvaro Cassuto, Portu-

guese-born son of German-Brazilian refugees. Now 46, Mr Cassuto first studied conducting in Portugal then in Vienna with the legendary Herbert von Karajan. Winner of the prestigious Sergei Koussevitsky prize for conductors, Mr Cassuto has worked with Leopold Stokowski's American Symphony, with the National Orchestra of New York, and with the Rhode Island Symphony - and has taught conducting at the University of California at Irvine. America also taught him how to raise funds for music - convincing donors for Mr Cassuto's stubbornly-nurtured dream of founding and leading a top-rank professional Portuguese orchestra that would make beautiful, accessible music and enhance the country's reputation. He nursed the dream for 20 years before he could give the country of his birth a 38-piece roving orchestra made up of

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Remarkably few businesses dared say 'No, thank you', to Mr Cassuto

highly-talented young Portuguese and foreign musicians who give enjoyment to a new public and inspire other young musicians to try harder. Alvaro Cassuto first suggested his idea in 1968, applying for backing for a travelling orchestra. No one was interested, so he pursued his American career, conducted sporadically in Portugal, unhappy with the quality of orchestras, and dreamed his dream. Finally Portugal's 1986 Arts Sponsorship Law that gives businesses 45 per cent tax relief on contributions to the arts, made the Cassuto dream feasible. Starting last October, he canvassed Portuguese and foreign companies and local municipalities (studiously avoiding the government) for help in setting up and operating his orchestra. Remarkably few businesses dared say 'No, thank you', to Mr Cassuto who is not only an iron-willed maestro but past master at persuading entrepreneurs to put their money where his music is. In six weeks there were enough pledges to get started, audition young musicians at home and abroad, and offer a year's contract to the core of the Filarmónica: young but established American, Czech and Bulgarian groups of wind and string players who would both perform and give master classes in the provinces - a

fundamental part of the creation of a more professional and ambitious generation of Portuguese musicians. Nine young Portuguese trainees were hired who, contrary to local practice, would not be allowed to play a note in public until they were of sufficient calibre. Mr Cassuto urged musicians and sponsors: "Join us and indulge your sense of adventure." Portuguese players, full orchestra members or trainees, have risen to the occasion with a met that proves that disciplined talent has been waiting for a catalyst and fitting showcase. Having winkled nearly \$1m for his first year's budget out of sponsors like Ford, British Petroleum and Shell, and major nationalised or private banks or groups - Tabacaria, Portucels, Caixa Geral de Depósitos or Banco Comercial Português, BAF, SONAE and dozens of others, Mr Cassuto is now hitting them for next year's needs - larger because the orchestra will increase to 44 players, making its way towards large orchestra status a few steps at a time. Between its debut in late May and mid-September the Filarmónica gave 54 concerts - an unheard of number for Portugal. It played everywhere: Paris, large and small towns, cities, large and small, in cathedrals, medieval ruins or palaces, cinemas, hotels or humble parish halls - wherever there was an audience, Mr Cassuto and his players got on the bus and took music to the hinterland. People responded with wonderment. Children crept up to the musicians' platform at set their feet, entranced young local musicians begged to be included in master classes and began to dream of one day being a Filarmónica trainee. Though small for now, the Filarmónica sounds as mellow and expansive as a big symphony orchestra. Its vivacity, bold quality has led Portuguese music critics, unused to not making excuses for erratic players, to rave, and audiences to bang their hands together as they rarely have in the past, no longer out of mercy for the misguided creature on the stage but out of sheer pleasure. National pride has taken a vitamin shot and the birth of the Filarmónica has forced other Portuguese musicians to take a hard, critical look at themselves. As fast as you can say all-gu can brio, the Nova Filarmónica is shooting the echoes of dear old Florence Foster Jenkins off the local musical stage.

Diana Smith

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PORTUGAL 15

Farmers throughout the country are beginning to come to terms with the Common Agricultural Policy

A determined assault on agricultural traditions

FARMERS everywhere hate weather. In Portugal, where valiant efforts have been made in two years to correct centuries of mistakes, newly-ambitious farmers had ample cause to detest the elements this year.

In October 1987, the rains came, stayed and damaged what should have been record crops.

But this July the sun returned. Once the damage was assessed and partially repaired by the authorities, the farming community began to plan for the future again, no longer simply as Portuguese farmers but as members of the EC and its complex Common Agricultural Policy.

EC membership has forced drastic consciousness-raising on to Portuguese farmers and officials. The experience is as salutary as a maximum strength tonic. Initially it tastes so bitter you can barely stand it but after a while you function better than ever.

Portugal joined the EC with one of those paradoxes that make it so enticing: yields and quality were a quarter or at best half of European averages but prices to the producer soared above EC levels.

Between now and 1986, prices of grain and of milk must drop to (descending) EC levels.

Milk, whose price was 30 per cent above the EC's has almost levelled already and production is rapidly becoming more efficient in fast-changing market conditions.

Domestic consumption of dairy products, while growing over the last 20 years, is far below EC levels.

The Portuguese drink 60 per cent the amount of milk compared with their EC partners. For butter it is only 19 per cent of butter and 30 per cent for cheese.

Diet habits are altering, though, and the local dairy industry is keen to create a niche before it has to face free EC imports when its protective transition period ends.

Grain prices, meanwhile, were 70 per cent above the EC's, and are slipping down a little each year. Now farmers are being urged to consider growing something else in the Alentejo - cork trees, cotton, sunflowers and jojoba beans (used for cosmetics), or to breed sheep for meat, since lamb is in short supply in Portugal.

In other parts of Portugal where less-suitable crops have been grown by generations of farmers, new habits are being fostered. In the fertile Ribatejo valley, where the best soil is found, farmers are helped financially to rip up vine orchards that have no place in the EC's wine list (\$850,000 of inferior vineyards were destroyed in 1987), and to grow corn or fruit and vegetables, for which there is a market.

In the Algarve, coexisting with tourist projects, farmers are going into intensive fruit and salad greens production of citrus fruits for EC markets, is increasingly in greenhouses that spared them the worst rain damage this year.

In the north people who once grew a bit of kale and a few ears of corn for silage for their cow or chickens are getting into kiwi fruit, while wine growers are goaded into consistent quality in new demarcated regions.

It is only the beginning of an assault on rusty agricultural traditions, ahead he years of intensive funding, concentrated training, nagging and learning of an intensity this country, with Europe's worst agricultural record, never

before contemplated.

The nerve with which officials in the Ministry of Agriculture tackle their immense labour will not by itself transform Portuguese agriculture into a consistently-productive enterprise faster than you can say European Fund for the General Orientation of Agriculture, but it is exhilarating to observe the disappearance of decades of political rhetoric and the birth of enthusiastic common sense.

The task is enough to dampen even the most enthusiastic. Two thirds of Portugal's 800,000 farmers are over 55 (a third are over 60). Rural illiteracy is three times higher than the national average. Spreads are tiny and hard to run on a commercial basis.

Farmers' Co-operatives are more buying-selling operations than the producing form of co-ops needed to achieve smoother organisation, distribution and marketing of farm produce. Individualism is rampant making it hard to shepherd farmers into EC-style associations. Soil is often unstable and in often more suitable for forestry than farming - but say this to most farmers and they bristle at the implication that they are only fit to grow trees.

Financial resources are scanty even with massive EC assistance, the state budget must find matching funds out of a tight purse. In 1987 Ecu7bn(\$370m) - grants, loans, infrastructure and private investment, was pumped into

Portuguese agriculture, more than ever in the country's history.

In the view of the authorities, the answer to many problems lies in new young farmers. Properly-trained, heavily assisted with grants and cheap loans, urged to think bigger than their elders and look to the market forget about growing any old thing however badly.

The philosophy has started to pay off. Under the grant system provided by EC Regulation 797, 2,100 of the 5,000 projects approved are from young farmers who, in some cases can get grants for up to 68 per cent of their investment.

The average young farmer's investment - about Ecu10m is double the average for the

3,500 projects submitted, and being processed as fast as possible.

The young farmers are buying land from older farmers and most importantly, they are associating.

Regulation 797 is not the only support for Portuguese agriculture: a special 10 year Ecu7m support programme set up by the European Commission, finances major, officially-designed infrastructures (rural roads, electricity, irrigation, drainage) or special programmes like cork and wine improvements. Regulation 365 finances agri-business and market organisation projects. By June 1988 Ecu18m of investment projects by young farmers had been approved and Ecu18m of projects by other

farmers - a tremendous boost to agriculture.

As important as the injections of funds is the new sense of professionalism spreading through Portuguese farming. While unlikely ever to become the 'California of Europe', due to drawbacks of size, soil and weather - the role of Europe's California suits southern Spain more comfortably - Portuguese farming, once it has grasped the techniques of the 20th century, and the basics of picking, packing, marketing and accounting, should be able to find its own niche as a producer of out-of-season fruit and vegetables for Northern Europe of quality if never massive quantity.

Diana Smith



For Portuguese farmers years of intensive funding and concentrated training lie ahead



Ceramics manufacture is one of Portugal's leading industries but the companies involved tend to be small with few employees

"PORTUGAL: THE NEW PRIVATE BANKS - THREE YEARS AFTER"

In 1983, following the authorisation given to the Government by Parliament, an amendment was made to the legal boundaries of the public and private sectors of the economy. The access by private initiative to certain sectors, namely the banking sector, from which it had formerly been excluded, was reopened.

Between end-1984 and mid-1986, 10 banking institutions began their activity. Six of them are branches of foreign commercial banks (Manufacturers Hanover, Chase Manhattan, Citibank, Barclays Bank, Banque Nationale de Paris, and Generale Bank), three are Portuguese commercial banks (Banco de Comércio e Indústria, Banco Comercial Português, and Banco Internacional de Crédito) and one is an investment bank (Banco Português de Investimento) which resulted from the transformation of an investment company.

Although the new private banks - both domestic and foreign - became subject to the general system applicable to the control over the activity of all the other credit institutions of a similar nature, a specific transitory treatment was given to them as regards their compliance with the quantitative ceiling on credit expansion, still a major instrument of Portuguese monetary policy. A gradual adjustment process to monetary policy guidelines, namely as regards the size and the composition of the resources raised, was thus granted to the new banks.

According to the existing methodology, the share of each bank in the overall credit ceiling depends on its share in a set of resources which are differently weighted, being favoured those with longer maturity (and more stable) against the more volatile ones. In the case of the new banks, and following a three-month period of exemption from the ceiling subsequent to their opening, such share is increased throughout an adjustment period of 30 months by a multiplying factor which starts at 1.6 and decreases regularly in the course of the same period. The overall credit ceiling is thus temporarily reallocated in favour of the new banks. Furthermore the new banks benefited from exceptional treatment in other areas such as the access to foreign exchange risk cover operations with the Banco de Portugal and the temporary exemption from ceilings (after the 30 month adjustment period) of domestic credit funded through short-term external credit.

By operating generally in highly disputed market segments and being to a large extent wholesale-oriented, the new banks have given a powerful competitive boost to the system. Despite the administrative controls still prevailing in some aspects of the operation of the banking system in Portugal, the new banks have achieved a fast growth of their market shares and particularly a remarkable performance as regards their operating profits. The incorporation in Portugal as subsidiaries of two branches of foreign banks (Manufacturers Hanover and Citibank) and the subsequent public offers for sale of part of their own share capital allowed them in turn to benefit significantly from the development of the capital market in Portugal. Other banks have shown interest in a similar incorporation. Besides, some new banks have recently increased their equity capital through public issues of shares.

Relative to other commercial banks, the new banks have not, in general, been very active in raising long term (over six months) deposits which are more favourably weighted for purposes of the allocation of the overall credit ceiling by bank. Contrarily, they held a rather significant share in other types of eligible resources - particularly in medium- and long-term external credit and in own resources - which, in turn, confer a double benefit in the system of allocating credit ceilings. The share of the new banks in overall credit granted by commercial banks is presently more than fourfold that of June 1986. Their profitability indicators have without exception been clearly improving. In 1987, when the yield on long term bonds stood just above 15 per cent, the ratio of operating profits to equity of the new credit institutions reached an average of 21 per cent (against 16 per cent in 1986). The same ratio for the banking system as a whole did not go beyond 10 per cent.

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INSIDE

Keep taking the poison pills

The decision of Mr Joseph Risco (left), chairman of Irving Bank, to throw in the towel and submit to the embrace of Bank of New York, has brought to an end a year-long battle which raised important questions about US takeover tactics. But it is unlikely to mean an end to the use of "poison pill" defences adopted by increasing numbers of US companies. **Page 27**

A partner for life

It has taken more than 18 months of talks, but the London International Financial Futures Exchange and the London Traded Options Market yesterday published a set of joint initiatives which should help them maintain London's pre-eminence as the leading European centre for derivative products. However, a full-scale merger seems out of the question as the two entities remain quite distinct markets. **Page 31**

Telephonic lines of defence

Access to the 20,000 UK business customers that Telephone Rentals enjoys with telephone exchanges could work wonders for Mercury Communications, the Cable & Wireless subsidiary. Mr Gus Moore, TR's managing director, is not challenging this commercial logic in his defence against C&W's £284m hostile takeover bid. Instead, he argues that C&W is not bringing anything, in return, and offer price of 305p per share is nowhere near what TR is worth to C&W. **Page 36**

Crown of Swedish profit making

The recent period of acquisitions, a programme of cost cutting and increased investment on research and development have stimulated a strong revival at Alfa-Laval, the Swedish dairy equipment and process engineering group, where profits have increased by 27 per cent in the first eight months of 1988. Progress has been made in all the company's business areas, with orders during the period climbing by 21 per cent. **Page 28**

Cocoa and alternative arithmetic

Not a lot changes in the Ivory Coast, but it is politically or climatically, its decision to hold firm on the price that the country's cocoa marketing board pays its growers, however, is a defiant gesture towards the world cocoa market. Simple market mathematics alone would have made a price cut the logical choice. Nicholas Woodsworth looks at why the world's largest cocoa producer has chosen to fly in the face of conventional wisdom. **Page 46**

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Chief price changes yesterday

FRANKFURT (DM)		Panfil	284.5	-25.6	
Fluoro	192.2	+5.3	Powdermill	2136	-113
Lithness	485	+10	Raw Lita	150	-7.9
Shimizu	422.5	+5.5	GTN Enterprise	630	-31
NEW YORK (\$)		TOKYO (Yen)			
Alcan	89 1/2	+1 1/2	Alcan	365	+80
Amstar	64 1/2	+2 1/2	Asahi Group	380	+40
Amstar	38	+1 1/2	Yamato-Sha	424	+39
Amstar	35	+2 1/2	Japan Lita	424	+39
Kroger	49 1/2	+ 1/2	Honour Tam II	2000	-210
Tenneco	39	+ 1/2	Honour	1020	-80
Walsh (FTF)			Kagawa	1520	-80
Wissotz	1745	+ 50			
De Dutch					
LONDON (Pence)					
Alcan	465	+ 8	Worpar (Gen)	282 1/2	+ 13
Alcan	465	+ 8	Fluoro	305 1/2	- 1 1/2
Barton	538 1/2	+ 13 1/2	Barton	400	- 10
Hamlet	433	+ 18	Cons Gold Plc	612 1/2	- 3
Joseph (Lac)	378	+ 12	Cons	210 1/2	- 3 1/2
Lorho	201	+ 8	Lloyds	127	- 9
MS Grp	229	+ 63	Ratners	192	- 24
Plaxton	529	+ 8	Ryan Int.	130	- 8
Ratners	192	- 24	Santini & S.	380	- 8
Rush-Tompkins	383	+ 26	Santini & S.	380	- 8
Suez	140 1/2	+ 5 1/2	Wassil Amal	580	- 16
Stoddard	48	+ 7	Wassil	245	- 10
Wards Stores	631	+ 5			

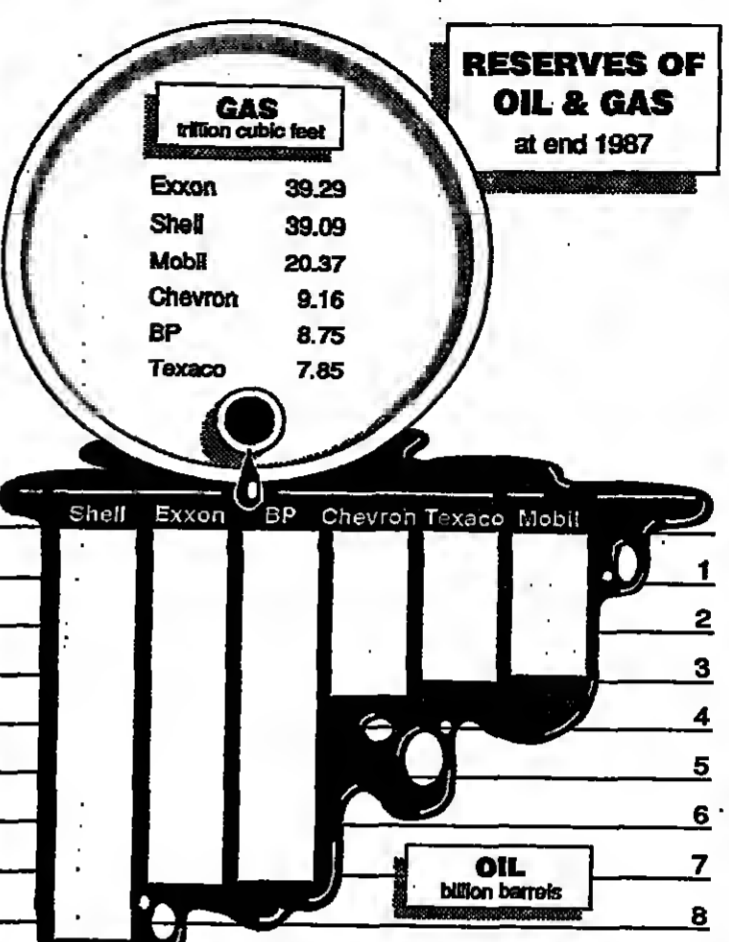
KKR drops bid for \$5bn Kroger LBO

By Anatole Kalotzky in New York
KOHLSBERG Kravis Roberts, the leading US leveraged buy-out group, yesterday withdrew its offer to buy Kroger, the country's second largest supermarket chain, for \$64 a share or \$5.03bn. The withdrawal could have important implications for future takeover battles on Wall Street. In a strongly worded statement, KKR attacked the Kroger board for refusing to enter into negotiations to improve the offer. Some arbitrageurs on Wall Street saw the buy-out firm's move as merely a tactical retreat. Kroger's share price fell 2 1/2% to \$55 1/2, reflecting the growing likelihood that the supermarket group's own restructuring plan may prevail. The KKR proposal for Kroger appeared to mark a climax in the trend towards increasingly hostile leveraged buy-outs (LBOs). The early LBOs were mostly initiated by corporate managements, sometimes as a way to escape hostile takeover bids from outside. However, as firms like KKR acquired more power and attracted ever larger pools of institutional money, they began to take the initiative in many LBO proposals. Until Kroger, however, KKR had never publicly made an offer to buy a company without winning the support of management first. The Kroger bid therefore raised concerns on Wall Street that LBO firms might become indistinguishable from conventional corporate raiders. In withdrawing its bid for Kroger, KKR appeared to be indicating that it was not yet ready to move wholeheartedly into corporate raiding. However, by stating its "surprise and disappointment" at Kroger's refusal to negotiate, KKR seemed also to be hinting that it would feel free to make further overtures to other companies. The supermarket group's restructuring plan envisages borrowing \$3.6bn in order to pay a special dividend of \$40 in cash, and \$3 in debentures being distributed to each of Kroger's shareholders. Wall Street has valued at between \$7 and \$9 the "stub" equity which would remain after the bulk of Kroger's capital was distributed to shareholders in this scheme. Yesterday morning, after the withdrawal of KKR's offer, the stub shares traded on a "when issued" basis at \$7 1/2 to \$8.

No looking on the black side

Steven Butler examines the message from this week's Tenneco assets sale

THE international oil industry is suffering the second big slide in crude oil prices in as many years, yet most of the industry is brimming with optimism. This clear message emerged this week when, one by one, companies in the US and Europe announced that they had come away with a chunk of the assets auctioned by Tenneco, the troubled gas pipelines and industrial company, for a total price of \$7.3bn. Chevron won the biggest piece, \$2.5bn of oil and gas properties in the Gulf of Mexico, while Mobil caused a bit of surprise by paying \$560m for a refinery in Chalmette, Louisiana. The total take in the auction was considerably higher than the \$6.5bn the assets had been expected to fetch. "This shows that all companies do not do their long-term planning based on short-term expectations of oil prices," said Mr Paul Motok, oil analyst at Salomon Brothers, the Wall Street investment bank, in New York yesterday. This was, perhaps, not seriously in question. But the high prices paid indicate that the oil companies are not substantially changing their expectations of the future in recent months, despite doubts on many sides about just how good the next decade promises to be for the oil industry. The grip on the oil market by the Organisation of Petroleum Exporting Countries has appeared far more shaky than most observers had assumed, and even Dr Suhroto, the Opec secretary general, admits that weak prices are likely to stay for many years. Mr John Jennings, group managing director of the Royal Dutch/Shell group has expressed outright pessimism that real oil prices will decline until at least the middle of the 90s, both because of expected weak demand and a continued high level of non-Opec oil production. He warned that prices paid in recent asset and takeover deals reflect an unwarranted optimism about the future. Shell and Exxon, the world's biggest oil companies, were indeed notably absent from the list of winning bidders for what was probably the most attractive set of US properties to come on the market in years. But this is hardly surprising. Shell probably has the most enviable portfolio of low cost oil producing properties of any oil company, and there has always been a suspicion that its forecasts of low prices were really just a way of talking its own book. Shell promises to be the most resilient of any of the major oil companies in the face of weak prices. Neither Shell nor Exxon had any need to pay the relatively high going rate for these properties, which would in effect



regionally, thus allowing for operating efficiencies. This pattern emerges strongly from the particular parcels of assets that changed hands in the Tenneco sale. Many buyers were adding to existing interests and some have recently disposed of other properties that do not fit so easily into their existing interests. As a result of its purchase of Tenneco's mid-continent reserves in Kansas, Oklahoma, Texas, and Arkansas for \$715m, Mesa will nearly double its gas reserves in the area. Amoco's \$900m purchase of Tenneco's Rocky Mountain division, involving mainly natural gas, comes after its recent \$4bn purchase of the US properties of Canada's Dome Petroleum, which at the time made it the richest holder of natural gas in North America. Atlantic Richfield's \$700m purchase of Tenneco's West Coast oil and gas assets will help to consolidate its already strong position in California. Other buyers at the auction include American Petrofina, the Fina subsidiary, which is paying \$600m for Gulf Coast producing properties, and Conoco, which is paying \$11m for Tenneco's Norwegian interests. The high price that Mobil paid for its refinery reflects optimism that the current boom taking place in refining profits will not be short-lived. The refinery that Mobil is buying had recently been upgraded by Tenneco, and Mobil should be able to take advantage of these market conditions with immediate effect. Although neither a buyer nor a price has been revealed for Tenneco's chain of filling stations, the price was evidently also quite high, in the range of \$10 per annual barrel of throughput. One conclusion that emerges from the auction is that on an asset basis, every major oil company is vastly undervalued by the market. Mr Eileen, at Phillips & Drew, has calculated that developed oil reserves have gone for about \$6 1/2 a barrel, while undeveloped reserves sold for \$4 1/2 a barrel. The refinery and the filling stations are worth each more than \$10 for an annual barrel of throughput. He says that if BP should be valued on a similar basis, its share price ought to be more than double to about \$70p, while shares of Shell ought to go up to close to \$23. They are currently below \$10. That of course may be an unrealistic way to value these companies, because they are so large that the market would have serious trouble absorbing them. It is none the less indicative of the depth of underlying financial strength that Big Oil now enjoys.

Epeda builds defences against Valeo offer

By Paul Betts in Paris
EPEDA-Bertrand Faure, the French diversified car seat manufacturer, is expected to announce this week counter proposals to the hostile FF2.4bn (\$380m) shares and cash bid for the company by Valeo, the leading French car components group. The move is an attempt to thwart the efforts of Valeo, controlled by Mr Carlo De Benedetti, the Italian businessman. Banque Worms, the banking subsidiary of UAP, France's largest state insurance group which owns a 10 per cent stake in the car seat company, is putting together Epeda's defences against the Valeo bid. Mr Pierre Richier, the chairman of Epeda, said his group could count on about 68 per cent of the voting rights in the company in friendly hands. He said about 20 per cent of Epeda's capital was in the control of the company's management and its industrial partners in Spain and Italy. An additional 20 per cent was held by institutional investors including, among them, the IAP group and the French state-owned AGF insurance. Mr Richier said the Valeo deal was both against the interests of Epeda shareholders and against the interests of his group's industrial strategy. He said Fiat had already frozen two deals with Epeda to await the outcome of the hostile bid. He suggested that Valeo wanted to increase the critical mass of its car components business with the acquisition and intended to finance the takeover by shedding the diversified operations of Epeda in the luggage, bedding and military sectors if its bid succeeded. Epeda's reaction and the decision of the UAP to support the defence of the car seat manufacturer appears to have taken Valeo by surprise. Bourso sources are expecting the stakes to escalate in the Epeda bid battle as the smaller but profitable car seat maker sharpens its defences.

OVS plots pincer movement to flush out Redfearn white knight

By Philip Coggan in London
OVS Investment, an Australian company controlled by Mr Dick Pratt, yesterday put its 29.9 per cent stake in the UK packaging company Redfearn up for sale, but said it would make a £35m (£25m) cash bid for the group if no one bought its holding. This unusual tactic, devised by OVS's advisers, N.M. Rothschild, is designed to flush out a rival bidder or "white knight" for Redfearn. OVS has the right to reject all tenders if a third party either makes a bid for Redfearn or acquires more than 10 per cent of its equity. The tender offer is set at a minimum price of 520p per share, and should no tenders be received by October 21, OVS would make a cash offer for the whole company at that price. OVS says that 520p per share is all it is prepared to offer. "But if someone else wants to pay us more, that's OK," said Mr John Lester, an OVS director, yesterday. OVS also argues that Redfearn's management would find it difficult not to recommend its offer, should no buyer emerge during the tender period. Mr Lester maintained that a bid was the group's preferred option. "We would much rather be a buyer than a seller at 520p," he said. But he admitted that the group had made it known in the past that its stake was for sale. Redfearn, which was formerly known as Redfern and Redfern Glass, is the UK's third largest glass container producer. It diversified last year through the purchase of Flexpack, a packaging film business, but its recent interim results showed that two out of its three divisions were making losses. It seems likely that an offer from either of the two larger UK glass container producers, Rockware or United Glass, would be liable for referral to the Monopolies Commission. But European and US packaging companies may emerge as bidders. OVS, which has substantial interests in paper and packaging in the US and Australia, first announced a stake of 6.8 per cent in Redfearn in January 1987. It subsequently bought a 20.5 per cent holding from Sir Ron Brayley's IEP Securities and said it hoped to assist in improving the company's performance. However, as Mr Lester said dryly yesterday, "the management had other views." The scheme would, Mr Lester said, resolve OVS's position of being a minority investor with no active role in the company. In a separate move, Redfearn recently parted company with Mr John Pratt (no relation), who was ousted as chairman. Its current chairman, Mr David Newbwing, said OVS "seems to have no clear strategy for their investment in Redfearn and this latest move indicates a cavalier attitude towards the company." The Redfearn board advised shareholders to take no action. **Lex, Page 24**

Ratners buys Next offshoots

By Maggie Urry in London
RATNERS, the fast expanding British jewellery retailer, is paying a total of £150.6m (£266m) to buy two businesses from rival stores group Next, in a move which underlines the shake-up taking place in the UK high street. The two chains changing hands are Zales, a 130 store jewellery business, and Salibury, a group of 235 shops selling costume jewellery, handbags, fashion accessories, briefcases and luggage. Ratners is also taking 73 other jewellery shops which had traded under the Collingwood and Weir names. All these businesses had been part of Combined English Stores which Next acquired in June 1987 for £336m, pinning Ratners which had bid for CES first. Mr George Davies, Next chairman and chief executive, denied the suggestion that the sale represented a panic move following recent dull interim figures. He said that Next had decided to sell these non-core businesses so as to reinvest the resources in its strongly growing core chains which centre on the Next brand name, and said the sale "is the logical culmination of Next's assimilation of CES's high street portfolio." Next is keeping its Next the Jeweller chain, which has 47 shops, and is in a different part of the jewellery market. With the purchase, Mr Gerald Ratner, Ratners' chairman and managing director, said he would achieve his goal of 1,000 jewellery shops in the UK. Salibury would provide a new area of UK expansion, he added. Next and Ratners have been two of the brightest stars in the retail sector in recent years. Mr Davies transformed the Hepworth menswear group into Next, which now has around 1,100 shops. **Lex, Page 24; Next time round a good deal for Ratners, Page 32**

CLWYD

The success of the County of Clwyd, in rebuilding its economic base, is fast becoming legendary. An amazing transformation has taken place during the 1980's, with Clwyd clearly emerging as one of the prime UK locations for company investment and expansion. In the last six years new companies have located in Clwyd from all over the UK, and overseas. Many have undertaken further expansion projects and are continuing to prosper in their new location. To find out more about Clwyd and the considerable benefits it can offer your company as a new location, clip the coupon or contact the Clwyd Industry Team, Clwyd County Council, Shire Hall, Mold, Clwyd CH7 6NR. Tel: 0352-2121. Fax: 0352-58240.

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A BETTER BUSINESS DECISION THE COUNTY OF CLWYD WALES

INTERNATIONAL COMPANIES AND FINANCE

Murdoch funding for Triangle deal in place

By Raymond Snoddy
MR RUPERT MURDOCH, chief executive of News Corporation, is believed to have put his finance in place for his largest ever acquisition - the \$3bn purchase of Triangle Publications of the US.

Modest Saudi billionaire indulges banking passion

Finn Barre profiles First Boston's Saudi guardian
Mr Suliman Olayan, the Saudi billionaire who this week emerged with a key role in the restructuring of First Boston, the Wall Street investment bank, is indulging a passion for banking, where despite a lack of formal background he has a number of significant involvements worldwide through directorships and shareholdings.

CPC ahead despite 8% drop in sales

By Robert Vincent in New York
CPC INTERNATIONAL, the New Jersey-based food processing group, yesterday reported further strong progress, lifting third-quarter net income by 29 per cent to \$78.7m and earnings per share by 36 per cent to 36 cents.

GE raises third-quarter earnings 16% to \$815m

By Our New York Staff
GENERAL ELECTRIC, the huge industrial and financial conglomerate, has reported a continuing rise in profits. In the third quarter of this year it lifted net earnings by 16 per cent to \$815m, with the improvement being led by plastics, financial services and medical systems.

Dyno to expand its explosive interests

By Karen Fossil in Oslo
DYNO INDUSTRIES, the diversified Norwegian industrial group, said yesterday that it had agreed to purchase the 50 per cent stake owned by Du Pont of the US in Du Pont Westfarmers, the second largest Australian explosives company, for an undisclosed sum.

Philips in submicron chip project setback

By Laura Raun in Amsterdam
PHILIPS, THE Dutch electronics group, has suffered an apparent setback in its submicron chip project, with lower than expected demand forcing plans for two production facilities to be postponed.

International Paper doubles earnings

By Anatole Kalatsky in New York
INTERNATIONAL Paper, the world's biggest integrated paper-making company, almost doubled net earnings in the third quarter, maintaining a 90 per cent-plus rate of profit growth for the second year running.

Dow Jones in 13% decline

By Our New York Staff
DOW JONES, the US business information and newspaper group which publishes the Wall Street Journal, suffered a 13 per cent decline in net profits during the third quarter.

Court turns down LAC Minerals

By David Owen in Toronto
THE SUPREME Court of Ontario yesterday dismissed a request by LAC Minerals, the fourth-largest gold producer in North America, for a new trial to determine ownership of the huge Page-Williams gold mine in northern Ontario.

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INTERNATIONAL COMPANIES AND FINANCE

Westpac to buy loan portfolio for A\$1.47bn

By Chris Sherwell in Sydney

WESTPAC, one of Australia's Big Four trading banks, is to pay nearly A\$1.47bn (US\$1.18bn) for the loan portfolio of the Defence Service Homes Corporation, a state mortgage lender.

The purchase is part of a series of asset sales announced by the Federal Government last year. Others have included a naval dockyard, government office blocks in Sydney and part of the Australian embassy site in Tokyo.

The announcement yesterday, from Westpac and the three government departments involved, said the bank would purchase the portfolio for its face value of A\$1.47bn plus a A\$100m premium. Because of the timing of payments, this premium was said to be equivalent to A\$85m to the Government.

The Defence Services Homes Corporation was set up to meet the housing needs of first world war veterans and their widows, and was later expanded to include those who served in Korea, Malaya and Vietnam. Its loans are offered on a concession, and currently 137,000 mortgages are outstanding.

Westpac said the purchase was without precedent, and equivalent to the acquisition of a building society without its staff or bad debts.

It said the deal would lift the bank's existing home loan portfolio of A\$7.5bn significantly closer to the A\$9bn level of the country's biggest home lender, the Commonwealth Bank.

At the same time, the bank expects to pick up additional business in the form of second mortgages and new cheque and savings accounts, as well as new loans to eligible defence service people over the next 30 years.

State Bank of South Australia has applied for a full commercial banking licence in New Zealand, AP-DJ reports from Wellington.

Mr Tim Marcus Clark, managing director, said the aim was to introduce niche banking to big companies and wealthy individuals.

The side-effects of Irving Bank's poison pill

Anatole Kaletsky looks at the repercussions of Bank of New York's victory in its bitter takeover battle

The merger between Bank of New York (BNY) and Irving Bank, which was finally signed and sealed this week, concluded what was by some accounts the longest and most expensive takeover battle in US history.

In addition to creating the 11th largest bank in the US, with total assets of between \$45bn and \$50bn, the merger has shed new light on at least three important questions which have kept bankers, businessmen and takeover lawyers guessing for the past year.

Probably the most significant effect of the Irving battle was to add to the confusion over the "poison pill" anti-takeover devices adopted by ever increasing numbers of US corporations. The decision by Irving's Mr Joseph Rice to surrender was prompted directly by the refusal of the New York State Supreme Court to recognise the Irving poison pill.

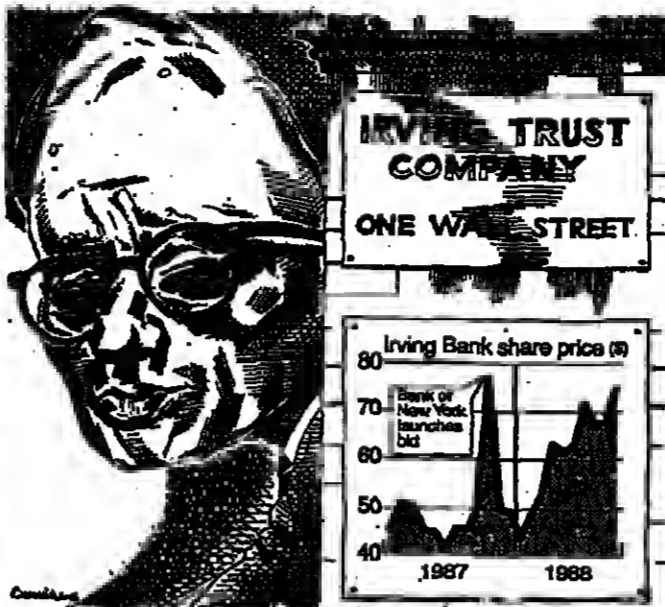
But far from discrediting all poison pill-type defences, the bid for Irving may simply have focused attention on new ways of making these defences effective. One of the most popular is likely to be for New York-based companies to reincorporate in Delaware, a state where courts have upheld the use of poison pills.

state anti-takeover statutes which have recently been imposed on companies undertaking hostile bids. Rather to many lawyers' surprise, the New York courts upheld the state's anti-takeover law, which would have prevented BNY from consummating a full legal merger with Irving for five years even if it acquired all of its shares.

BNY declared, however, that it would go ahead with the bid anyway and operate Irving as a separate subsidiary, accepting the substantial financial and operating problems which this would entail.

In terms of the banking business itself, the Irving takeover proved once and for all that a sufficiently determined bidder can buy a major US bank against the wishes of its management and board. The Federal Reserve Board, far from opposing BNY's unfriendly offer as a few old-fashioned banking analysts sentimentally supposed it might, ended up playing the key role.

By putting regulatory obstacles in the way of Banca Commerciale Italiana (BCI) and its stringency regarding BCI's bid application has raised two further issues. Will the success of the Irving takeover lead to an outbreak of merger mania and corporate raiding in the banking busi-



Joseph Rice: the man who raised Irving's white flag

ness? And will foreign banks be excluded, or at least handicapped, in this game?

The answers to both these questions appear to be negative. No doubt there will be further mergers in the years and months ahead, as a result of the many structural changes which are sweeping the worldwide banking business. But banks are most unlikely to

become the next "hot" sector for takeover speculators when the supply of bid stocks in publishing and food manufacturing is exhausted. In part this is because the magic powers of leverage do not work in bank takeovers.

Many of the multi-million dollar mergers on Wall Street in the past few years have been explicitly designed to suck the surplus equity out of large companies and replace it with debt in order to multiply the potential returns to new owners. All of the pressures on the banking business, however, are in the opposite direction. US banks are under orders from the Fed to raise their equity to meet the new international capital guidelines and regulators are most unlikely to approve mergers which weaken a bank's capital ratios.

In addition, of course, US legislation at present limits the field of potential acquirers, making it impossible for banks to fall prey to general industrial or service conglomerates. Takeovers in the US banking sector are going to be confined, therefore, to horizontal mergers between banks.

This leaves the question of foreign bank takeovers. The Fed has gone out of its way to deny that nationality had anything to do with its opposition to BCI's friendly plan to buy 51 per cent of Irving. In fact the Fed has pointed out repeatedly that it never opposed BCI's bid. It simply requested additional financial information on Istituto per la Ricostruzione Industriale (IRI), the Italian state holding company which owns 60 per cent of BCI.

Fed officials claim to have been surprised and incredulous when BCI abruptly withdrew its bid for Irving after receiving what they considered a routine information request under the Bank Holding Companies Act.

Fed officials apparently told BCI at the time that they would waive some of the US law's requirements for IRI "to the maximum extent possible." They claim that there was never any question of asking IRI to dispose of its far-flung industrial interests in order to win permission to acquire a US bank.

From the Italian standpoint, however, the Fed's amazement was somewhat disingenuous, since it was seen as unacceptable for IRI, an agency of the Italian Government, to consider operating on the basis of special waivers.

It is an open question whether this particular incident ends up being seen as a storm in a teacup or leading to further clashes between US and European banking law.

KIO to take control of Singapore company

By Our Financial Staff

THE KUWAIT Investment Office (KIO) is to take over First Capital Corporation, a Singapore property company known formerly as Sealion Hotels and rescued in July last year by United Industrial Corporation (UIC), a leading local conglomerate.

UIC, which took control of First Capital from Mr Allan Ng amid an official inquiry into share dealings involving Mr Ng, will sell a 51 per cent majority to the KIO for S\$124.9m (US\$61.4m).

The Kuwaiti state agency will acquire this stake through Dao Heng Holdings, a Hong Kong-based investment company in which it is a principal shareholder. After this deal, which is subject to approval by UIC shareholders, it will then make a general offer at the same per-share price of S\$1.50.

The shares are to be acquired by J.M. Sassoon, the broker, or placed by Sassoon with either KIO or third parties. KIO holds a 49 per cent stake in the holding company of Sassoon.

UIC retains a 27.8 per cent interest in First Capital which it said would not be sold during the offer period.

Nan Fung chairman aims to take company private

MR CHEN DIN-HWA, chairman and controlling shareholder of the Hong Kong-listed Nan Fung Textiles Consolidated, wants to take the company private, AP-DJ reports from Hong Kong.

The board of directors said yesterday it had been informed of Mr Chen's plans to buy out minority shareholders and had appointed Sun Hung Kai International as adviser.

Mr Abraham Chan, a manager with Jardine Fleming, Mr Chen's advisers, said the buy-out offer was at a preliminary stage. Nan Fung is a textile company with interests in property investment and development, securities investment and mortgage financing.

no debt and did not need the stock exchange listing to raise funds for expansion.

As of March, Mr Chen owned 73 per cent of Nan Fung. At the current share price of HK\$8.80 the buy-out would cost about HK\$900m (US\$102.6m) but the final offer is thought likely to be significantly higher. Nan Fung shares were suspended yesterday.

Nan Fung's announcement fuelled rumours on the exchange that a number of buy-outs were in the works. Interest started last week when Australia's Bond Corporation Holdings said it planned to buy out the minority shareholders in Bond Corporation International, its Hong Kong-listed subsidiary.

Singapore Press plans de-merger

SINGAPORE PRESS Holdings (SPH), the island's dominant newspaper group, yesterday announced the terms of a proposal to hive off its Times Publishing subsidiary into a separate listed company, Reuters reports from Singapore.

The proposal offers SPH shareholders one Times share for every two SPH shares held. Times's issued capital, at S\$121.53m (US\$69.8m), will be half SPH's capital.

Mr Lim Kim San, the chairman, said shareholders had been urged to vote for the proposal. Completion was expected by February. The de-merger occurs four years after the Government ordered the merger of three newspaper groups to form SPH. SPH shares rose 15 cents yesterday to S\$7.30.

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INTERNATIONAL COMPANIES AND FINANCE

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have been acquired by

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We initiated this transaction and acted as financial advisor to Datalease Corporation.

PaineWebber Incorporated

September 26, 1988

Alfa-Laval registers 27% rise in eight-month profit

By Robert Taylor in Stockholm

ALFA-LAVAL, the Swedish dairy equipment and process engineering group, yesterday reported a 27 per cent increase in profits after financial items from SKr415m (\$65.4m) to SKr525m for the first eight months of 1988.

Operating income after depreciation amounted to SKr306m, which is a 44 per cent improvement on the same period of 1987.

Orders received in the first eight months of this year amounted to SKr9.3bn, an increase of 21 per cent over the same period of 1987, while invoiced sales went up by 12 per cent to SKr7.38bn.

The backlog of orders at the end of August amounted to SKr5.59bn, a rise of 52 per cent on the first eight months of last year.

Alfa-Laval's recent period of acquisitions, a programme of cost cutting, and increased investment in research and development all appeared to have stimulated the company's strong revival.

Alfa-Laval is booming in almost all its business areas. In food technology and flow equipment, the order books are 45 per cent higher than for the same period of 1987, with a particularly large order for 18 complete margarine plants from the Soviet Union.

In the agri-business sector, there has been a 17 per cent increase in orders after five years of stagnation.

The industrial division also reported an improvement in its income, with a "positive sales growth" in the separation, thermal, and dosing and analysing technology business sectors. Indeed, the only area where there was a fall in orders compared with the first eight months of 1987 was biotechnology.

Group liquid assets at the end of the period amounted to SKr3.94bn, compared with SKr2.94bn for the first eight months of 1987.

The group said it believed its full-year profits would show a "considerable improvement" on last year's figure of SKr3.07bn after financial items.

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Bouygues chief set to stay in charge

By Paul Batta in Paris

THE FUTURE leadership and control of Bouygues, the world's largest construction group, will come under the spotlight tomorrow at a crucial meeting of the company's board.

Bouygues shares have been under siege during the past few weeks on the Paris bourse as a result of a combination of takeover speculation and succession problems.

But Mr Francis Bouygues, the 65-year-old chairman of the construction group which has annual sales of FF160bn and also controls TF-1, France's leading private television network, is widely expected to confirm tomorrow that he will remain in charge of the group he founded 36 years ago.

However, Mr Bouygues is also expected to give an important clue on his eventual succession by appointing his son, Mr Martin Bouygues, as deputy chairman of the company. The group, however, declined to comment last night on reports of Mr Martin Bouygues' expected appointment.

Mr Martin Bouygues has headed up to now the group's Bouygues Madsen French housing development subsidiary. He was not originally regarded as the favourite to succeed his father, but his star rose after Mr Bouygues fell out a few years ago with his eldest son, Mr Nicolas Bouygues.

The board meeting is also expected to clarify the controlling shareholding of the group which has been the subject of major house speculation in recent days. About 15 per cent of Bouygues's outstanding shares have changed hands in

recent weeks and the share price has risen sharply on speculative buying.

The Bouygues family and its traditional partners, including the Crédit Lyonnais and the Suez financial group, now control about 45 per cent of the voting rights of the company. Both Crédit Lyonnais and Suez reserved during the last few days their support to the family as traditional shareholders.

However, Mr Robert Maxwell, the UK publisher, and Mr Bernard Tapie, the French entrepreneur, have both disclosed they had acquired shares in Bouygues to defend the construction group from a possible raider as well as their interests in TF-1.

Both Mr Maxwell and Mr Tapie are associates of Bouygues in TF-1. For its part, the Bouygues group said it had not asked either Mr Maxwell or Mr Tapie to support it, adding that the two businessmen were acting on their own initiative.

Mr Francis Bouygues was also widely expected to announce last night that he was stepping down as chairman of TF-1. Mr Patrick Le Lay, one of his closest associates who has been the managing director of the network in which Bouygues owns a 25 per cent stake, was expected to take over as chairman of the channel.

While stepping down from the TF-1 chairmanship, Mr Bouygues has indicated he intends to continue heading his construction group which has been caught in a stock market battle during the last few weeks.

Operating profit grows by 28% at S-E Banken

By Sara Webb in Stockholm

SKANDINAVISKA Enskilda Banken, Sweden's leading commercial bank, reported a 28.1 per cent rise in operating profit to SKr2.31bn (\$364m) for the first eight months.

The banking group as a whole, which includes S-E Banken's international branches, reported a 23.1 per cent increase in profit to SKr3.11bn. It said the profits increase had been held in check by some of its overseas branches showing a lower profit than in the comparable period last year.

The group expects full-year profits to increase by 15 per cent to about SKr4.65bn in 1988.

S-E Banken said the profit increase was achieved through higher volumes this year. Interest income for the bank rose by 25.8 per cent to SKr3.21bn, helped by strong demand for loans from households and companies.

Group interest income rose by 22 per cent to SKr4.12bn. The bank said lending in Swedish kronor increased during

the period and foreign currency lending showed a rapid rise because of the gap between Swedish and international interest rates.

The bank's total income climbed 19.5 per cent to SKr4.82bn. Commission income rose by 17.6 per cent for the group. Total costs increased by 22.1 per cent to SKr2.51bn in the bank and by 25.1 per cent to SKr3.25bn for the group, reflecting the cost of establishing three new overseas branches.

Danish banks discuss link

By Hilary Barnes in Copenhagen

HOLSTEBRO BANK, the local bank for the west Jutland town of Holstebro, is discussing a merger with Jyske Bank, the big Jutland bank, after substantial risks were uncovered at Holstebro's Copenhagen branch.

Holstebro had a balance sheet total of DKr3.29bn (\$461m) at the end of last year. It made losses of DKr36m and DKr68m in 1986 and 1987, but recorded a profit of about DKr50m this year after publication of its half-year report.

However, an examination of operations at the Copenhagen branch, revealed about 25 engagements which were not

on the books and which will give the bank a net loss this year of about DKr25m.

The bank decided to seek a merger immediately the new losses were discovered. It says the former manager and deputy manager of the Copenhagen branch may face police proceedings.

Holstebro is the fourth Danish bank to face difficulties in recent years as a result of banking irregularities, including two, C & G Bank and 6 Jull Bank, last year.

Jyske Bank already holds 30 per cent of the equity in Holstebro Bank and has guaranteed the bank's depositors.

Moulinex stays ahead at mid term

By George Graham in Paris

MOULINEX, the French electrical goods manufacturer which returned to the black in the second half of last year, has reported FF130m (\$5.2m) net profits for the first half of 1988, after losses of FF173m a year earlier.

The group, which passed through several years of uncertainty over the plans of its ageing founder and its marketing strategy, saw sales rise strongly, gaining 23 per cent to FF1.74bn in the first half, thanks in particular to buoyant sales of microwave ovens.

The French market, which had been one of Moulinex's main problems in recent years, saw sales grow by 32 per cent, while sales in foreign markets rose 19 per cent.

Mr Roland Darneau, the group's new chairman, has forecast profits for the full year "well in excess of FF100m" but some financial analysts have been considerably more optimistic. Tudor Jarvis, the Paris broker, has forecast profits of around FF150m this year.

Moulinex plans to list its Spanish subsidiary on the Madrid Stock Exchange in November. After postponing the flotation in the wake of last October's stock market crash, Moulinex has now begun placing around 30 per cent of the Spanish company's capital with investors.

ERT and Cros fix merger

By Our Financial Staff

UNION EXPLOSIVOS Rio Tinto (ERT), the Spanish chemicals company, and Cros, the fertilizer company, have agreed terms for an exchange of shares ahead of a full merger between the two companies.

The merger takes place under the indirect influence of the Kuwait Investment Office. ERT said earlier this week that the two companies had agreed to separate board meetings on Monday to exchange shares on the basis of four ERT shares for every five Cros shares held, to form a new company to be called Ercros.

ERT and Cros are to seek approval of the merger plan at separate shareholders' meetings on October 15 and 17 respectively.

Cros is controlled by Torras Hostench, the Barcelona investment firm in which the KIO has a dominant stake. Cros itself acquired a dominant shareholding in ERT over the summer.

The merged company will be capitalised at Pta27,71bn (\$225.6m), with net assets of Pta168,70m.

The book value of shares in the new company will be 602 per cent of nominal share value of Pta500, equivalent to Pta3,010.

The proposed merger will be subject to approval by the Finance Ministry and is expected to take about six months to come into effect.

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The proposed merger will be subject to approval by the Finance Ministry and is expected to take about six months to come into effect.

Utd Telecommunications sprints ahead

By Robert Vincent in New York

UNITED Telecommunications was boosted in the third quarter by a significant improvement in the US Sprint long-distance network and the continued strength of its local telephone operations. United operates the second largest independent telephone system in the US.

Net income from continuing operations in the quarter jumped to \$54m, or 62 cents a share, from \$25.5m, or 25 cents, on sales which were ahead from \$750.6m to \$835.8m.

In the nine-month period, United recorded a turnaround

from a loss of \$75.2m to a profit of \$123.2m, or \$1.18 a share, on revenue of \$2.5bn, against \$2.2bn.

Mr William Esrey, president, said Sprint's dramatic improvement had been triggered by the transfer of customer traffic to the company's nationwide fibre-optics network which had attracted new business.

The revenue gains combined with improved cost controls had trimmed Sprint's pre-tax loss in the quarter to \$13m, down sharply from \$168m in the same period last year.

United's share of the net loss of \$2.2bn was reduced by \$44,000 in the quarter.

Mr Esrey said that income from United's local telephone operations increased by 7 per cent to \$276.4m in the first nine months on revenues of \$1.1bn. The telephone operations continued to show strong growth.

Proceeds of \$775m from the sale of the cellular and paging operations to Centel which are to be used to buy a controlling interest in US Sprint are to be included in the fourth quarter.

This announcement appears as a matter of record only.

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Notice is hereby given in accordance with Condition 7(b) of the Terms and Conditions of the Notes, that all outstanding Notes will be redeemed at their principal amount on November 14, 1988 when interest on the Notes will cease to accrue. Payment of Principal together with payment of interest in respect of Coupon No. 8 will be made in accordance with Condition 6 of the Terms and Conditions of the Notes, at the office of any of the Paying Agents who continue to be listed in the Terms and Conditions of the Notes.

By: The Chase Manhattan Bank, N.A. London, Fiscal Agent

October 12, 1988



Development Bank of the Philippines U.S.\$30,000,000

Guaranteed Floating Rate Notes due 1990
Guaranteed by the Republic of the Philippines
In accordance with the provisions of the above Notes, notice is hereby given that for the six months from 11th October 1988 to 11th April 1989, the Notes will carry an interest rate of 8 1/8% per annum. The interest payable on each U.S.\$5,000 Note on the relevant interest payment date, 11th April 1989 against Coupon No 14 will be U.S.\$225.92

Agent Bank:



Marine Midland Finance N.V. U.S. \$125,000,000

Guaranteed Floating Rate Subordinated Notes due 1994
For the three months 11th October, 1988 to 11th January, 1989 the Notes will carry an interest rate of 8 3/4% per annum with a coupon amount of U.S. \$22.36 per U.S. \$1,000 Note and U.S. \$223.61 per U.S. \$10,000 Note. The relevant interest payment date will be 11th January, 1989.

Listed on the London Stock Exchange



Agent Bank

Correction of AMCOR LIMITED notice dated 5th October, 1988.

AMCOR

Notice to the holders of the A \$100,000,000 9 per cent. Undated Subordinated Convertible Bonds of

AMCOR LIMITED

(which are convertible into the Ordinary Shares of \$1.00 each of AMCOR LIMITED (the "Bonds" and the "Company" respectively))

NOTICE IS HEREBY given to the holders of the Bonds, that as a result of the Bonus issue by the Company of one share for every ten shares held by shareholders registered as at 15th September 1988, details of which were communicated to shareholders in a press release dated 1st September 1988, the rate at which Bonds may be converted into Ordinary Shares of the Company (the Conversion Rate) falls to be adjusted. In accordance with the terms of the Trust Deed constituting the Bonds, the Conversion Rate has been adjusted from 207.9 Ordinary Shares to 228.69 Ordinary Shares for each \$1,000 in principal amount of the Bonds, such adjustment to be effective from 15th September 1988.

Bankers Trust Company, London 12th October, 1988

Agent Bank

INTERNATIONAL COMPANIES AND FINANCE

UK firms profit from overseas government sell-offs

By Simon Holberton, Economics Staff, in London

BRITISH consultancy firms could in future earn hundreds of millions of pounds by advising foreign governments on how to privatise public assets, a senior executive with Coopers & Lybrand, the big accountancy firm, said yesterday.

Mr Paul Batchelor, head of Coopers & Lybrand's privatisation group, said his firm had earned about £30m (£34m) in revenues from privatisation over the past five years. Most of this derived from UK advisory work but he said he expected that in future revenues could be evenly split between domestic and foreign consultancy.

He made these claims at the launch of a publication which puts privatisation in a practical context. The booklet is aimed at governments and state-owned institutions which are engaged in, or interested in, pursuing privatisation as a policy.

Mr David Howell, a former energy secretary, said at the launch that privatisation, which has started in Britain as a way of controlling the public sector borrowing requirement, has since transcended national boundaries and ideologies as



David Howell, former UK Energy Secretary, says that privatisation has transcended national boundaries.

governments of all persuasions realised the benefits of private enterprise.

Mr Batchelor said that Coopers & Lybrand was involved in over 16 countries, ranging from Portugal to Turkey and New Zealand to Zambia, which were actively considering the sale of public assets or the reorganisation and restructuring of them on a more commercial basis. It is also currently advising the UK Government on the privatisation of British Steel and the water authorities.

He said that privatisation was more complicated than just the sale of public assets to private interests. It involved not only ownership but management, finance, and issues of competition and deregulation as well.

"Privatisation: its place in public sector reform", Coopers & Lybrand, Plumtree Court, London, EC4A 4BT. £50.

Ferguson moves up-market using French expertise

By Terry Dodsworth in London

FERGUSON, the UK telecommunications company acquired by Thomson of France last year, is launching a range of up-market products based on technology developed by the French group.

The new range is built around Thomson's latest television tube design.

This is an extremely flat tube, which has allowed stylists to produce less bulky sets for any given amount of screen space.

At the same time, Ferguson is introducing digital sound for the more expensive models in its range, along with an anti-glare device designed to clarify the television image in bright lighting.

Mr David Silver, Ferguson's marketing director, said that the launch marks a new emphasis on the top end of the UK television market for 24-inch screen sets.

By the middle of next year, it is expected that about a quarter of the British market will be in 24-inch products, and Ferguson is aiming to increase its market share in this sector by

about 5 percentage points to just under 30 per cent.

Ferguson's move follows a shake-up in the group after last year's takeover. As a result of the Thomson acquisition, the group's workforce was cut by 1,200 people to its present level of 3,000, based at two sites in the London area and at Gosport in Hampshire. Output dropped by approximately 200,000 sets a year to around 750,000.

The main cause of the sales reduction was the loss of a 200,000 a year order from JVC, the Japanese consumer electronics group, which used to buy sets from Ferguson, but which has now established its own manufacturing plant in Scotland.

Integration into Thomson, one of the three largest television companies in the world, has also given Ferguson the chance to expand its range of audio products. These are bought in from the Thomson organisation, which mainly sources its audio products in the far east.

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Carless to press on with Ryan International bid

By Nikki Tail in London

CARLESS, the UK oil independent, yesterday made clear that it intends to plough on with its proposed £104.2m (£177.1m) offer for Ryan International, the opencast coal mining and coal recovery group. This is in spite of public opposition from London Merchant Securities, its largest shareholder, and an expression by Kelt Energy of bid interest in Carless.

In addition, Rawda Investments, the second largest shareholder in Carless with an 8.3 per cent stake, said last night that it has returned proxy cards supporting LMS's opposition and voting against the merger.

Carless shareholders are due to decide on whether the merger should go ahead at an extraordinary general meeting on Friday morning. LMS has already made clear that it will oppose the deal in respect of its 27.2 per cent holding.

Rawda, a Saudi Arabian investment company, added that the decision had been taken "as things stand at the moment" and that it was still watching the situation.

The statement from Carless described the change of stance by LMS, which holds two board seats at Carless and originally said that it supported the merger, as "unfortunate."

When LMS changed its stance, there were strong suggestions - denied by LMS itself - that the investment company was making a final attempt to attract a buyer for its stake.

Monday's statement by Kelt Energy, another quoted oil independent controlled by French businessman Mr Hubert Perrodo, said it was considering a full offer for Carless. Carless dismissed this as "vague and unclear."

Mr Ian Clubb, chief executive of Carless, said the company was experiencing strong institutional support for the Ryan deal and said that private shareholders were voting positively in "increasing numbers". He added there was "absolutely no intention" of postponing Friday's meeting, although he conceded there could be a photo-finish.

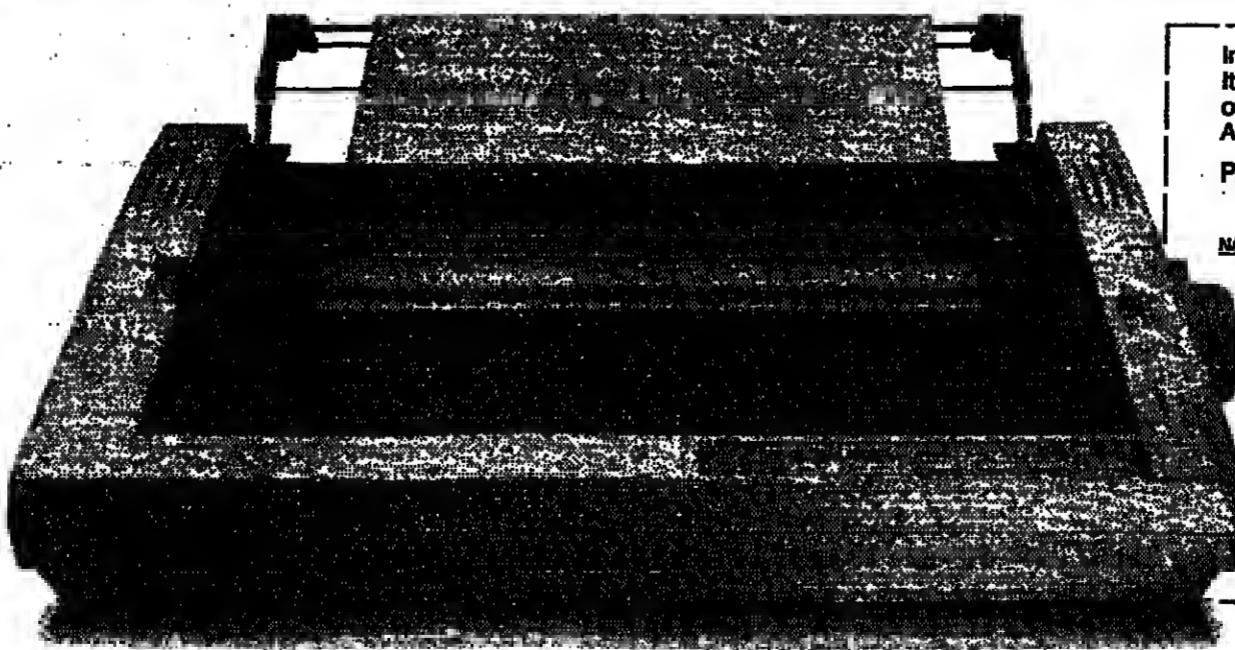
Kelt, meanwhile, postponed the announcement of its interim figures - originally scheduled for yesterday - and added modestly to its holding in Carless.

Meanwhile, an LMS director, Mr Robert Rayne, said that the company had been approached by Kelt last Friday "out of the blue."

With both LMS and Carless now actively canvassing support, the Carless price gained 4p to 111p, LMS added 4p to 106p and Ryan lost 8p to 130p.

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September 1988

INTERNATIONAL CAPITAL MARKETS
Euro debut for Swedish kronor

By Dominique Jackson

TWO SYNDICATE teams took advantage yesterday of an opportunity to launch new dollar straight issues ahead of tomorrow's US trade report for August. Secondary Eurodollar prices were marginally easier on limited profit-taking and volumes were generally low as dealers levelled positions ahead of the data. Reports continued to circulate that a major North American borrower was due to make a substantial dollar straight issue but the identity of the lead manager remained a mystery. Yesterday also saw a Euro-bond market innovation - the first ever Euro-Swedish kronor bond. This was a SKr500m five-year issue for the World Bank, carrying a 10 1/2 per cent coupon and priced at 101 1/2, lead managed by Skandinaviska Enskilda Banken with Bankia Securities as book runner. Although Euro-issues have already been seen from Norway, Denmark and Finland, this is the first time the Swedish regulatory authorities have given their approval to such an issue. As such, it is thought to signal a move towards the opening up of the Swedish capital markets - where fairly stringent controls are still in place - ahead of the unification of the European Community's distinct market in 1992. Foreigners are still not permitted to buy Swedish government debt and this issue represents an opportunity for the international investment community to invest freely in a debt instrument denominated in Swedish kronor. The issue saw good Continental retail demand and finished the day bid at a discount of 0.40, comfortably within total fees. Nikko Securities brought Swedish Export Credit to the dollar straight sector with a two-year \$100m deal at 8 1/2 per cent and 101 1/2 for a spread at launch of 37 basis points over comparable Treasury issues. The shorter end of the Treasury market was barely affected yesterday and good European demand for the triple-A rated borrower was reported. By the end of the day, the issue was bid at a discount equal to its total fees. Deutsche Bank Capital Mar-

kets led a \$150m four-year issue for Mercedes Benz Credit which carried a 9 per cent coupon but was launched at a yield margin of 28 basis points over comparable Treasuries. The launch of this deal appeared to follow the pattern established by the borrower over its last few issues. Although the borrower is not rated, previous deals have performed well. The borrower has consequently built up something of a following among London-based fund managers, although a substantial amount of the paper is expected to find medium-term retail interest. Demand was brisk and the initial spread soon narrowed to a margin of 28 basis points. The bid was comfortably inside fees by the end of the day. In New Zealand dollars, Denmark brought a NZ\$400m, three-year issue at a price of 101 1/2 through Fay, Richwhite, the first time a New Zealand firm has lead managed an issue in the currency. Fay, Richwhite said it arranged a swap into floating-rate dollars at a rate below London interbank, offered a level with the total fees, other opportunities has meant that the sector has managed only about one issue a week now for the last couple of months. It said the issue was trading within fees, being bid at a discount of 1 1/2 to issue price. The Australian Industry Development Corporation topped the Euro-market sector with a 10-year DM200m issue, its first D-Mark issue since 1972. The 6 1/2 per cent coupon was considered fair although the 10 1/2 per cent issue price was thought to be on the high side. While the lead manager, Commerzbank, said the deal was bid at a discount of 2 1/2, on a level with the total fees, other issues quoted it bid at a discount of 2 1/2. Credit Suisse was the lead manager on a SFr125m six-year deal for Heron International Finance, on which one of the guarantors is Heron Plc. The deal carries a 5 1/2 per cent level but further terms will be fixed by Friday. There are provisions for the total issue amount to be increased to SFr150m. An 5 1/2 per cent issue for Bred Finance trading in Switzerland for the first time finished its first day at 99, compared with its original issue price of par.

NEW INTERNATIONAL BOND ISSUES

Table with columns: Borrower, Amount, Coupon, Maturity, Price, Yield, Fees, Book runner. Includes entries for US Dollars, New Zealand Dollars, Swedish Kronor, D-Mark, Yen, and Swiss Francs.

FT INTERNATIONAL BOND SERVICE

Large table listing various international bonds with columns for Issuer, Amount, Coupon, Maturity, Price, Yield, and other details. Includes sections for US Dollars, Yen, Sterling, and Convertible.

Mortgage issues get insurance backing

THE developing 18-month-old market in the UK for insurance of mortgage-backed securities issues has received a further boost with news that three London insurers have formed a pool of capital for underwriting financial risks. Known as the London Financial Pool, its founder members are National Employers Mutual, Municipal Council and the International Insurance Company of Hannover, the British subsidiary of West Germany's Hannover Reinsurance Company. Mr. Alan Malcolm, managing director of AMA Underwriting Agencies, which has put the pool together, said its first products would be UK mortgage pool indemnities, which insure issuers of mortgage-backed securities against the risk of default by borrowers. The standard basis for insuring a mortgage-backed issue is that the insurer gives cover against the catastrophe risk of mortgage defaults combining with a collapse of house prices to produce large losses from a loan portfolio. It's a sort of comfort to support investor perception of the securities, rather than protection against any specific individual loss, Mr. Malcolm said. In the case of a \$100m issue of securities, the insurer would normally provide cover against between 5m and 8m of losses in excess of a deductible of about 250,000, he added. The UK's first mortgage pool indemnity policy was underwritten in early 1987 by Sun Alliance, the composite insurer, to cover an issue of mortgage-backed securities by the National Home Loans Corporation. Sun Alliance's leading role partly stemmed from the fact that it was almost unique in the UK insurance industry in that its non-life insurance arm was triple-A rated by Standard & Poor's of the US rating agency. According to an estimate by analyst with Sedgwick Assisted Risks, part of the Sedgwick insurance broking group, UK mortgage pool indemnities could be producing about 57.5m in premiums for the insurance industry by the end of the decade. Mr. Malcolm, a former chief executive of Pan Financial, a London-based credit insurer, said he believed that mortgage indemnity policies and other types of insurance support for securitised debt issues represent one of the greatest opportunities for premium growth to the insurance industry in the coming decade.

Spanish buy-out group formed

Dillon Read, Compagnie Financière de Suez and Spain's capital have set up a Spanish investment group to participate in buy-out transactions and take shareholdings in Spanish companies. Dillon Read said the new company, known as Sudimar Buy-Out Fund, would have \$50m in capital. The buy-out activity will involve the acquisition of voting control of public or private businesses achieved through moderately leveraged instruments. The company will be open primarily to non-Spanish investors.

Treasuries hit by higher oil prices and weak dollar

By Janet Bush in New York and Stephen Fidler in London

US TREASURY bonds weakened yesterday as the market reopened after the Columbus Day holiday, undermined by higher oil prices and weakness in the dollar.

In late New York trading, long-dated maturities were quoted as much as 1/4 point lower. The Treasury's benchmark 30-year issue stood 1/2 point lower to yield 8.86 per cent.

The Senate was scheduled to vote last night on the technical corrections tax bill which contains a provision to give the Treasury unlimited authority to issue long bonds. The Senate majority leader said Congress could extend its session if necessary to make sure the bill got through.

Crude oil prices on the New York Mercantile Exchange actually fell slightly yesterday but the bond market was underpinned by substantial oil price gains on Monday, when there was no trading in US government bonds.

November crude futures jumped 66 cents a barrel to \$18.60 on Monday but dipped back 18 cents by mid-afternoon yesterday.

Yesterday was also the first chance for the bond market to react to marked dollar vulnerability since last Friday's publication of weaker than forecast employment figures.

Bond traders said the dollar's softness, which is also partly related to a sharp rise in sterling and nervousness about tomorrow's US trade figures

for August, has begun to undermine bonds. Both bonds and equities have failed to follow through on their sharp rallies last Friday on belief that the economy has accelerated enough to obviate the need for another tightening in monetary policy.

AN embarrassing slip-up at the monthly sale of French government bonds last week - in which one firm mistakenly put in a bid for \$750,000 of long bonds at three percentage

GOVERNMENT BONDS

points above the prevailing market price is likely to accelerate changes to the auctioning system, according to primary dealers in Paris.

The Treasury is said to have accepted the bid, leaving the firm with immediate losses totalling \$75m.

The firm has said not to have been one of the primary dealers known as SVTs, but one of the other institutions allowed to bid. Dealers said this had consequences other than the fact that it brought the average yield on the bonds down by a few basis points.

It underlines the anachronistic auctioning system, under

which firms are placed under great pressure because bids have to be delivered in sealed envelopes to the Bank of France by 10am, before the Matif futures market opens.

This in any case puts those further away geographically from the central bank at a disadvantage, it is claimed.

Dealers said it was likely to speed the planned computerisation of the auction system, already in effect for the sale of the short-term notes, or BTANs. The error is said simply to have been typographical.

AFTER an extraordinary rally on Monday, the Irish government bond market weakened by about 1/4 point yesterday. Bond prices rose 1 1/2 points on Monday after a tax amnesty in Ireland yielded nearly 17 times the £20m the Government had originally anticipated.

The Irish market has performed better this year than just about any in Europe. Long yields, which stood at 0 1/2 per cent at the turn of the year, are now at 8 1/2 per cent while yields on medium-dated stock have fallen two percentage points to 6 1/2 per cent.

The reasons are threefold: while still large in comparison to the size of the economy, the government budget deficit has been falling significantly recently. Fund-raising has been concentrated in the short-end of the market and overseas.

Furthermore, the country's external position has been transformed from one of current account deficit to a strengthening surplus in a couple of years. Thirdly, inflation has now fallen below 2 per cent.

Chicago delays launch of contract

By Deborah Hargreaves in Chicago

TWO OF Chicago's major futures and options exchanges have delayed the launch of a new stock index futures contract because of an unexpected amount of interest.

The Chicago Board of Trade and the Board Options Exchange, which developed the CBOE 250 index futures as part of a joint venture, have put off the start of the new contract from November 1 to November 11. The exchanges say they were surprised at the number of traders from both exchanges who wanted to trade the contract.

More than 500 traders have expressed an interest in trading the new contract, which will be the first stock index futures product to start up since last October's stock market crash. The delay in the launch has been caused by the need to process registrations for the traders and conduct seminars about trading the new contract in conjunction with the CBOE's existing stock index options.

The CBOE 250 will trade in a special pit on the floor of the options exchange with a link to its Standard & Poor's 100 and S&P 500 index options plus by a call-back. The proximity of the futures and options contracts is intended to improve arbitrage trading.

However, with the torpor that has dominated stock index futures and options trading in the aftermath of the crash, the exchanges were expecting a slow start to the new index.

Volume in the CBOE's S&P 100 option has been halved from its level this time last year.

Initial volume in the new futures contract could be boosted by bored traders from the S&P 100 looking to create some action between the futures and options, market players say.

The next couple of months are likely to see a spate of new stock index contracts as exchanges across the US wheel out their new products, which have been delayed by a moratorium on new stock indices imposed by the futures regulatory agency after the crash.

Liffe and LTOM fall into step

Dominique Jackson on links between London's derivative markets

The London International Financial Futures Exchange and the London Traded Options Market (LTOM) finally took a significant step in tandem yesterday with the publication of a new set of joint initiatives - the fruit of more than 18 months of talks between the two markets.

While a full-scale merger still seems out of the question, the two markets are now far better positioned both to help maintain London's pre-eminence as the leading European centre for derivative products and to reinforce the single industry lobby in the protracted struggle for the clarification of the tax and regulatory position of futures and options.

Speaking at a recent futures and options conference in London, Mr Francis Maude, the UK Corporate Affairs Minister, renewed a frequent plea for closer links between London's diverse range of markets.

While this need for greater co-ordination has been recognised for some time, LTOM and Liffe officials came in for some criticism for dragging their feet over the issue when the only tangible result of the negotiations emerged last August in the form of a mildly worded statement of co-operation.

However, critics probably underestimated the sheer volume of behind-the-scenes work needed to effect even the most straightforward link between two superficially similar markets, while progress was severely interrupted by the equity market crash which provided some pressing topics for discussion this time last year.

According to Mr Geoffrey Chamberlain, chairman of the options committee of the Stock Exchange, the key to increased co-operation is the proposed common use of the TRS trade

matching, allocation and assignment system, developed by Liffe and in the final stages of implementation at Liffe itself. The system will be adapted to meet the differing needs of the LTOM and should be progressively introduced from the second quarter of 1989. This will allow the many common member firms to use the same automated systems from the time the trade is done to the time it is ready for clearing, thus saving substantially on both hard and software and back office costs.

Once the practical side of co-operation is thus in place, more complex issues can be confronted, such as the establishment of a common guarantee for both markets and the feasibility of allowing margin off-sets between the LTOM's futures and LTOM's FTSE option.

LTOM has embarked on a major study of its own clearing arrangements as the first step in this process. However, the quest for a common guarantee is one which is expected to throw up a host of legal problems.

The Stock Exchange is an agency market, with its members acting as agents for the principals or end users and the exchange itself provides the guarantee for the options market. Liffe, on the other hand, is primarily a principals' market, with the International Commodities Clearing House providing the guarantee.

A top priority among the new initiatives is the enhancement of liquidity in the FTSE contracts traded on both exchanges. To date, the liquidity of both the LTOM FTSE option and the Liffe FTSE futures contract has been disappointing, with daily volume far below levels in any way comparable with those in the US, where index products

account for around 50 per cent of derivatives market turnover. Improved liquidity of the FTSE contracts would facilitate greater use of index arbitrage, as advocated in the Stock Exchange's post-crash Quality of Markets report. Further steps towards this goal, such as the trading of a whole basket of stocks on the cash market, have been examined but settlement problems look

recently joined forces with the Amsterdam-based European Options Exchange and French and German industry forces to form an EC lobby for the particular needs of the derivatives industries as the myriad securities directives are gradually refined in Brussels.

According to Mr Tony de Guingand, LTOM director, the new initiatives will allow both markets to enjoy all the benefits of a merger without complete integration, a step which the distinct membership and equity structures of the two markets would make difficult.

The fact that both are committed to fruitful co-operation is witnessed by the co-operation that both have made in the latest statement. Liffe has agreed to suspend the listing of its option on the FTSE futures contract, while the LTOM will suspend the listing of its two gilt option contracts following expiry of the months currently listed for trading.

As far as physically uniting the two markets goes, the question of joint premises is still very open. A project to put both on to the Stock Exchange floor was considered but then dismissed as too expensive.

Liffe is currently coping with space constraints - the new German bond contract was accommodated on the existing floor with the minimum of trouble - but more space will be needed to cope with anticipated expansion at some stage in the future. Mr David Burton, Liffe chairman, said. However, while co-location with the markets has made some headway with both the Inland Revenue and the Department of Trade and Industry, according to Mr Michael Jenkins, Liffe chief executive

Both markets have also set to delay this development. Increased use of index arbitrage is only one industry hobby horse currently held up by various taxation problems. However, there are clear signs that recent co-operation between LTOM and Liffe, battling together to clarify tax and regulation problems still faced by the options and futures markets, has made some headway with both the Inland Revenue and the Department of Trade and Industry, according to Mr Michael Jenkins, Liffe chief executive

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BENCHMARK GOVERNMENT BONDS table with columns for Country, Coupon, Maturity, Price, Change, Yield, Week ago, Month ago.

PRICES OF UK gilt-edged stock backed off about 1/4 to 1/2 percentage points, after starting firm because of the strength of sterling. Reports of Bank of England intervention to steady sterling's value took the wind out of the market's confidence about the Bank's willingness to purchase bonds across the board appeared to wane, although it reportedly did again purchase some long-dated bonds.

Australia redeems \$600m FRN early

THE SUPPLY of high-quality outstanding floating-rate notes in the international market is set to shrink further as Mr Paul Keating, Australian Federal Treasurer, announced the redemption of a \$600m issue launched in 1986, writes Our Euromarkets Staff.

In recent months, the UK and Italy have announced the early redemption of large floating-rate notes, which have become expensive compared with alternative sources of finance. Sweden and Belgium also have floating-rate notes outstanding which make them eligible for call fairly shortly.

Australia has started a campaign to reduce its external debt. It is expected to redeem around \$500m of overseas debt in the current financial year, after calling \$1.5bn last year.

Mr Keating, who made the latest announcement in London yesterday, said in West Berlin last month that the Government would redeem bonds totalling \$7.1bn. It had previously disclosed an intention to call \$700m of "Samurai" bonds launched in the Japanese market. The 15-year, floating-rate note, lead managed by Credit Suisse First Boston, paid interest at six-month London interbank bid rates.

LONDON MARKET STATISTICS

FT-ACTUARIES SHARE INDICES table with columns for Index, Change, etc.

RISES AND FALLS YESTERDAY table with columns for British Funds, Corporate Bonds, etc.

LONDON TRADED OPTIONS table with columns for Option, Calls, Puts, etc.

FT-SE 100 SHARE INDEX table with columns for Index, Change, etc.

LONDON RECENT ISSUES table with columns for Issue, Price, etc.

FIXED INTEREST STOCKS table with columns for Stock, Price, etc.

FIXED INTEREST table with columns for Index, Change, etc.

RIGHTS OFFERS table with columns for Stock, Price, etc.

TRADITIONAL OPTIONS table with columns for Option, Price, etc.

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UK COMPANY NEWS

BM fires opening salvo at Next time round a good deal for Ratners

'disappointing' Jas Neill

Maggie Urry on Mr Davies' fund raising sale to develop the Directory business

By Andrew Hill
BM GROUP, the acquisitive engineering, construction and building supplies company which wants to buy James Neill Holdings, yesterday said that output at the hand and garden tool manufacturer would immediately increase by 25 per cent under BM management.

Mr Roger Shute, BM chairman and chief executive, fired the opening shots of what could develop into a hard-fought bid battle after announcing a 74 per cent increase from £5.09m to £8.84m in BM's pre-tax profits for the year to June 30 1988.

"I personally feel that considering James Neill has such great brand names, its performance has been disappointing," said Mr Shute, adding that the output of the Sheffield-based company, in which BM has a 45.7 per cent stake, would double in the four years following a successful bid.

Mr Shute said BM had built up the stake, uncovered by James Neill two weeks ago, over a seven-month period, but he would not be drawn on the timing of any offer.

"I'm actually renowned as

an impatient man, but I think you will find I'm prepared to be patient on this one," he said.

BM also hopes to announce a small acquisition in France next Tuesday. The purchase of the distributor of construction equipment will be BM's first significant move overseas.

Turnover at BM, formerly Braham Miller, rose from £78.8m to £119m during the year and earnings per share were up 45 per cent at 23.5p (16.4p).

The acquisition in March of two building products subsidiaries of Beazer, construction and aggregates group, contributed £1.4m to pre-tax profits. Profits from existing businesses increased by 45 per cent.

The construction division made £4.9m (£3.8m) during the year, and now accounts for some 55 per cent of group output. The technologies division - which includes the engineering and plastics subsidiaries - returned profits of £1.8m (£330,000).

The recommended final dividend of 1.5p makes 3p (2.3p) for

the year.

● **COMMENT**

BM may look something of a hybrid, but analysts seem content with Mr Shute's promise of 30 per cent compound earnings growth from existing businesses over the next five years and more than happy with BM's management. This could be the key to victory should Mr Shute turn his fighting talk into a full-scale bid for James Neill, although bid-hungry followers may still have to wait until March for any action, as some observers believe BM wants to cast a critical eye over the tool manufacturer's full-year figures. Such a delay would give BM time to scrape together a larger stake, and woo both James Neill and the institutions in the hope that an eventual offer would be recommended. For the time being, BM's underlying business is apparently performing at record levels and the group should return over £15m for the full year, putting the shares - up 1p to 394p yesterday - on a prospective p/e of about 12, a well-deserved premium to the market.

BOTH NEXT and Ratners had some explaining to do yesterday when they announced that the latter was to buy two of Next's chains - Zales and Salsburys - and another 73 shops for £135m, plus £15.8m of debt.

There is certainly some irony in the story since both Next and Ratners bid for Combined English Stores, the previous owner of both Zales and Salsburys, in the spring of 1987. Next won the auction paying £335m for the group.

Yesterday's deal certainly marks a further realignment in the high street at a time when the retail sector is under a cloud in the City. But more particularly, it comes after dull interim figures from Next, which were released at the end of September, raising the suggestion that Next is a forced seller just ahead of the seasonal peak period for profits from Zales.

It also follows an assertion from Ratners, at the time of its interim in mid-September, that it would not be issuing any more shares. Ratners is making a one-for-four rights issue at 175p to raise £80m net which will in part finance the purchase.

Next's Mr George Davies feels a little rueful about the treatment he received from the press and the City when he revealed a bare 23 per cent pre-tax profit rise for the half year to end July. That day the

shares fell nearly 10 per cent. But he is quick to say that the sale of Zales and Salsburys is not a panic measure.

Indeed, within those figures underlying growth from what he considers to be Next's core businesses was strong. The decision to sell, he says, dates back to the spring when Next realised it had enough on its plate with its high street chains and the development of its home shopping business, led by the Next Directory launched in January.

The decision taken then, says Mr Davies, was to concentrate on the core Next businesses. "When we bought CES we bought it with the main intention of keeping the momentum of Next going. Next has continued to outperform," he argues, pointing to sales growth of 27 per cent in Next stores at present.

From CES Next has taken 400,000 square feet of retail space, which has been undergoing an expensive refitting programme and shops have been added to the various Next high street chains.

It has also kept Biba, a West German fashion retailer, which Next is keen to keep as a foothold in Europe, plus Allens, a chemist chain, Eurocamp, a holiday group, and Mercado, a carpet wholesaling business. These last three could also be up for sale.

Mr Davies says "the group is essentially wrapped round the brand name Next and the

Company	No of shops	Opened 1987/88
At January 30 1988		
United Kingdom	199	55
Ratners	337	33
H Samuel	80	3
Ernest Jones	80	3
Tory's	20	2
Wicksons of Switzerland	20	2
USA		
Sterling and Westhall	212	

extension of that name, eventually worldwide." He believes the Next Directory "is the biggest potential growth area of any part of our business - and we need cash to develop that."

At the interim results Next had said its gearing was 125 per cent, and interest charges had cut into profits. This deal will cut gearing to under 50 per cent by the January year end, partly through the boost to shareholders funds from the sale well above asset value.

For its part, Ratners can at least argue that there will be no dilution from the deal, even if it has in effect broken its promise not to issue shares. Mr Gerald Ratner admits "it's not the best time in the world to do a rights issue." But he says, "when a deal like this is offered to us it would be ridiculous to turn it down."

It was the attraction of Zales and Salsburys which had drawn Ratners to launch its bid for CES in the first place, and Mr Ratner says he would have sold the other parts of

staffed and fitted out to a high standard. It is just a matter, he says, of improving the merchandise and the morale and putting in the highly developed Ratners systems.

There will also be savings in closures of distribution centres, the sale of a head office, and a £40m sale and leaseback programme. Ratners gearing will be 40 per cent at the January year-end, falling to 30 per cent by the following year end.

More importantly the deal gives Ratners a new path forward. Mr Ratner's long ambition of reaching 1,000 jewellery shops in the UK will be achieved through the Zales purchase. Although Ratners has acquired three businesses in the US, both Mr Ratner and the City, reckon that the good local management can be left to look after that end.

Salsburys is, therefore, Mr Ratner's new interest - and fortunately it is one which analysts believe to be a good business to start with. Selling a range of accessories such as costume jewellery, handbags, briefcases and umbrellas, it has little direct competition.

Mr Ratner aims to build up the costume jewellery business, which he says he could not introduce to the main line jewellery shops without "ruining the integrity of the real stuff".

Yesterday Next received the better reaction from the stock market - its shares falling only 2p to 132p while Ratners dropped 24p to 192p.

Norton in £8.7m US purchase

By Clare Pearson
A NEW twist emerged yesterday in the complex saga of Norton Group, one of the few remaining fragments of Britain's motorcycle industry, when the company announced it was shedding its arm that markets collective club memberships and buying a US engineering concern instead.

The \$15m (£8.7m) purchase of Pro-Fit Piping Components is to be financed partly by a vendor placing of 60m new ordinary shares, at 10p each, offered to shareholders on a seven-for-six basis.

The sale of London No 1 Club involves the departure of Mr Robert Tanner and Mr Peter Whitfield after less than a year on Norton's board.

Explaining the deals, Mr Philippe le Roux, chief executive, said Pro-Fit was similar to the club businesses in being mature with a strong cash

flow, and seemed a more appropriate counter-balance to the company's developing motorcycle and rotary engine manufacturing activities.

He said the purchase gave Norton a springboard into the US market where it expected to make a substantial proportion of motorcycle and engine sales.

The company also announced yesterday that Mr James Tildesley, former chief executive of PSM Fasteners, would be taking over as chairman but Mr le Roux would continue as chief executive. Mr Gerard Mizrahi, of Charles Street Securities, a small US investment bank, is to become a non-executive director.

Norton Villiers Triumph Group, then a property company, achieved a phoenix-like return to the civilian motorcycle industry last year, after it bought the Norton NVT

Motorcycles and the patented rotary engine technology from Manganese Bronze. It obtained a Third Market quotation early this year after the London No 1 Club acquisition, made for about £2m in shares.

This business is being sold to a private group for £1m, of which £250,000 is payable up front. Norton Group will retain £750,000 of its cash reserves, as well as the lease on its West End property.

Of the \$15m consideration for Pro-Fit, \$2m will be retained, and satisfied in shares in full only if the company makes pre-tax profits of \$2.4m in the 12 months after acquisition. The vendor will also warrant annualised profits for the seven months to July 1988 of not less than \$2.4m.

Norton Group made a pre-tax loss of £149,000 in the six months to end-February.

Boots sells Canadian drug stores

By Clare Pearson
BOOTS, retail chemist and pharmaceutical group, is withdrawing from the Canadian retail market through the sale of its 109 drug stores in the eastern part of the country for an undisclosed sum.

This disposal had not been expected in April when Boots announced it was selling its western Canadian outlets, which were described as the unprofitable part of the business.

Yesterday the company said the western stores had been sold quickly enough to stop the drain on profits from the eastern operation, which is mainly

in Ontario. But a further review during the summer had led the company to conclude that the remaining stores were nevertheless producing an inadequate return, and to seek a buyer.

The operation, which has net assets of about C\$55m (£26.57m), is being bought by Oshawa Group, a quoted Canadian retail concern. The spokesman said the price was not being disclosed at the purchaser's request.

The Canadian withdrawal is in line with Boots' drive to

adopt a more aggressive attitude to its activities, as shown by the sale in July of its shop-fitting business. The company has also been striving to tighten management controls and improve information systems in its retail operations.

Boots does not separately state overseas trading results in its figures, but start-up costs in France, and a poor performance in Canada, were described as giving rise to a lacklustre 2.7 per cent increase in profits at the retail division to £126.7m in the year to end-March.

Company	Current payment	Date of payment	Current dividend	Total for year	Total for last year
Alexandra Work -int	1.35	-	1.1	-	3.2
Barker & Dobson -int	2	Jan 4	1.5	-	3.5
BM Group -int	1.51	-	1.4	3	2.3
Jones Group -int	3.4	-	3	-	9.5
Lloyds Chemicals -int	1.21	Nov 28	0.85	1.7	0.85
Lis & Wainwright -int	0.51	Nov 17	2.774	-	3.689
Loth & Lawrence -int	0.54	-	-	2.16	1.46
Plaxton -int	3.12	-	-	-	4.5
Savage Group S -int	27	-	1.5	3	2.25
SPS Consultancy -int	1.5	Nov 25	1.2	2.25	1.8
Stanhope Props S -int	0.1	-	-	0.1	-

Dividends shown pence per share net except where otherwise stated. *Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. ‡BSM stock, 98/100 quoted stock, †1987 market. ‡Second interim dividend: current period 18 months to December 31. †British pence throughout. ‡Special dividend.

Tender Offer

BY

N M Rothschild & Sons Limited

ON BEHALF OF

OVS Investment Corporation Limited

to sell 2,995,125 ordinary shares of

Redfeam plc

at a minimum tender price of 520p

12th October, 1988

Tender Offer in respect of 2,995,125 ordinary shares of 25p each in Redfeam plc ("Redfeam") (the "Tender Offer") N M Rothschild & Sons Limited, on behalf of OVS Investment Corporation Limited ("OVS"), hereby invites, subject to the following terms and conditions, tenders for the purchase of 2,995,125 ordinary shares of 25p each in Redfeam (the "Redfeam ordinary shares") representing approximately 28.9 per cent of the current issued ordinary share capital of Redfeam. These shares are currently held by Overseas Strategic Investments Limited, a wholly owned subsidiary of OVS.

- Tenders must be for exactly 2,995,125 Redfeam ordinary shares and each tender must be at the same price per share for all such shares and must be expressed in sterling as a whole number of pence per share. Stamp duty and/or stamp duty reserve tax will be payable by the purchaser.
- The minimum tender price shall be 520p for each Redfeam ordinary share.
- Tenders must be received by 11.00 a.m. on Friday, 21st October, 1988 and must be made on the tender form referred to below. Tenders once made will be irrevocable.
- By submitting a tender, a person tendering will offer to purchase, at the price stated in such tender, all the 2,995,125 Redfeam ordinary shares on the terms of this Tender Offer and any contract resulting from the acceptance of that tender will be governed by and construed in accordance with English law.
- N M Rothschild & Sons Limited reserves the right to reject any tender not complying in all respects with the requirements of this Tender Offer.
- Subject to paragraph 9, the tender at the highest price will be accepted at that price. If more than one valid tender is made at that price, N M Rothschild & Sons Limited shall have absolute discretion either to decide which of such tenders to accept or to invite those parties to increase the price at which they are tendering.
- Where a tender is accepted, completion in respect of the sale of the Redfeam ordinary shares resulting therefrom will be effected at the offices of N M Rothschild & Sons Limited referred to below at 1.30 p.m. on Friday, 21st October, 1988.
- The Redfeam ordinary shares will be sold free from all liens, charges and encumbrances and with all rights attaching thereto, including the right to receive all dividends and other distributions declared, made or paid hereafter.
- The right is reserved (at the option of OVS) to terminate this Tender Offer and to reject all tenders (but not some only) in the event that, at any time at or before 11.00 a.m. on Friday, 21st October, 1988, a public announcement is made by a third party either of the acquisition of more than 10% of the issued ordinary share capital of Redfeam or of an intention to make an offer to acquire the whole or any part of the share capital of Redfeam by way of offer, partial offer or tender offer under the provisions of The City Code on Takeovers and Mergers and the Substantial Acquisition Rules.

- No person receiving this Tender Offer and/or a tender form in any territory other than the United Kingdom may treat the same as constituting an invitation to him nor should he in any event use such tender form, unless in the relevant territory such invitation could lawfully be made to him and such tender form could lawfully be used without contravention of any registration or other legal requirements. It is the responsibility of any person outside the United Kingdom wishing to tender to satisfy himself as to full observance of the laws of the relevant territory in connection therewith including obtaining any requisite governmental or other consents or observing any other formalities needing to be observed in such territory.
- Tenders which are made subject to any condition or other terms (other than price) will be disqualified.
- The procedure for tendering below and the terms and conditions set out in the tender form referred to below form part of these terms and conditions.

Procedure for Tendering

Tenders must be made on tender forms obtainable (during normal business hours on any business day up to and including Thursday, 20th October) from N M Rothschild & Sons Limited, New Court, St Swithins Lane, London EC4P 4DU. Tender forms will only be made available to persons who fall within Article 9(3) of the Financial Services Act 1986 (Investment Advertisements) (Exemptions) Order 1986. These forms, duly completed and accompanied by a banker's draft in accordance with the instructions thereon, must be delivered to N M Rothschild & Sons Limited at the above address not later than 11.00 a.m. on Friday, 21st October, 1988.

General Information

- OVS is not interested in any ordinary shares of Redfeam, save for the Redfeam ordinary shares, held by its wholly owned subsidiary, Overseas Strategic Investments Limited, which are the subject of the Tender Offer.
- In the event that no tenders are received and accepted at or above the minimum tender price, OVS intends to make a cash offer for the issued ordinary share capital of Redfeam at the minimum tender price. The terms and conditions of such an offer, if required, are set out in the appendix to the press announcement dated 11th October, 1988.
- N M Rothschild & Sons Limited is registered in England No. 928279 and its registered office is at New Court, St Swithins Lane, London EC4P 4DU. OVS is a company incorporated in Western Australia whose registered office is at 10th Floor, 190 St George's Terrace, Perth, Western Australia, 6000.
- N M Rothschild & Sons Limited, a member of The Securities Association, arranged the above tender offer and has approved this advertisement for the purposes of Section 87 of the Financial Services Act, 1986.
- This advertisement does not and is not intended to constitute an offer or invitation to subscribe for or otherwise acquire securities in Redfeam.

UK COMPANY NEWS

Stanhope Properties' net asset value jumps

By Paul Cheeseright, Property Correspondent

STANHOPE PROPERTIES, the property development company founded by Mr Stuart Lipton, in which Olympia & York has taken a 33 per cent stake, yesterday announced a sharp rise in its net asset value to 157p a share at June 30 compared with 49p a year earlier.

The figure was disclosed with the company's annual results. The market had been expecting a substantial uplift and the share price rose 2p to 260p. The price thus remains at a marked premium to the net asset value, contrary to the general tendency in the sector.

Announcement of the figures

coincided with news that Phase Four of the Broadgate development has been let to Japanese groups. Stanhope is in a joint venture with Rosehaugh and British Rail Property Board at Broadgate, the biggest City of London office development, where in 14 phases 3.3m sq ft of office space will be provided.

Phase Five of Broadgate has been sold to Bankers Trust and Stanhope's share of this proved to be the main element in its pre-tax profits of £12.6m (£0.5m) for the year to June. Stanhope drew in £10m as its share from related companies,

in this case Rosehaugh Stanhope Developments.

The other significant element in the pre-tax result was interest receivable of £4.1m (£1.7m). Olympia & York, the privately-owned Canadian group which is developing Canary Wharf in London Docklands, last May agreed to pay £137m for one third of the enlarged equity of Stanhope. Half of that amount has been received, leaving Stanhope with a cash balance.

Earnings per share were 10.8p against 0.2p. But Stanhope, in its first dividend payment since flotation just before

the October crash, has declared a nominal 0.1p. This is consistent with its declaration at the time of flotation on the USM that its object was to build up assets and hence dividend payments in the near future would be minimal.

The group's net assets were £260m against £43m. Apart from Broadgate, where the early phases have been revalued, Stanhope has investment properties through its 29 per cent stake in Stockley Park and a building on London Wall. It has also development properties in joint ventures with Kajima, Trafalgar House

and ITN.

But Stanhope's immediate prospects are linked, in the view of the market, to the success of Broadgate and its ability to attract tenants. Mitsui Bank, Mitsubishi Bank, Mitsubishi Finance International and Mitsui Trust and Banking are together taking a total of 200,000 sq ft of space at a rent of 945 a sq ft in Phase Four. Williams de Broe, the stockbroker owned by Banque Bruxelles Lambert, is taking a further 23,000 sq ft.

Meanwhile Baring Investment Management has pre-let 80,000 sq ft of Phase Seven.

Salvesen plans West German expansion

By Vanessa Houlder

CHRISTIAN SALVESEN, Edinburgh-based frozen food distributor, plans to strengthen its Continental distribution network by taking a stake in Markt-und Kuhlhallen, a West German cold storage warehousing company.

Salvesen announced that it was in discussions with major shareholders in Markt-und Kuhlhallen concerning the possible purchase of an interest in the company. It also said it was in talks with the West German group about co-operation on frozen food distribution services.

Salvesen already has a strong distribution network in Continental Europe, which contributes about 30 per cent of distribution profits.

The company distributes for several major continental retailers including Coop, Tengelmann and Aldi in West Germany.

Melville set to join main market

By Philip Coggan

MELVILLE GROUP, a diversified company with interests ranging from exhibition contracting to aerosol filling, is joining the main market via a £15m placing, the maximum allowed under Stock Exchange rules.

About 50 per cent of the proceeds will go to the company to be used to pay off borrowings and fund expansion. Mr Edwin Bisset, executive chairman, and family trusts are selling more than 1.5m shares, but Mr Bisset will retain a stake of just under 34 per cent, worth more than £16m at the placing price.

In all 13.5m shares are being placed, .35 per cent of the equity, at 126p each, giving the group a market capitalisation of £23m.

Melville consists of three

divisions. Building services, specialising in refurbishment and exhibition contracting, contributed just under half of last year's pre-tax profits.

The construction division, which brought in about 68 per cent of profits, is involved in housebuilding and property development; the engineering division concentrates on the manufacture of aerosol filling equipment.

All divisions increased contributions in the year to end-June 1988 with the group reporting pre-tax profits of £4.45m on turnover of £7.8m. At the placing price of 126p, the shares are on a historic high of 11.

The notional gross dividend yield at the placing price is 4.7 per cent.

Pernod broker in Dublin court

By Kieran Cooke in Dublin

THE DUBLIN Theatre Festival might be in full swing, but for the Irish capital's business community there is only one show in town - the case brought by Pernod Ricard against Irish food group FIFyles in court number six in the Four Courts building on the banks of the Liffey.

The case reopened yesterday after an extended weekend break. Pernod accuses FIFyles of reneging on an agreement made in early September to sell 20 per cent of its shares in the Irish Distillers Group.

Pernod says that with the FII stake it would have more than 50 per cent of IDG shares. The Grand Metropolitan Group, through its subsidiary GC and C has been trying to takeover IDG since late May, and the ruling of the Dublin court will be important to the outcome of the IDG takeover battle.

Most of yesterday's proceedings involved the evidence and cross examination of Mr Dermot Desmond, Pernod's Dublin broker. The court heard how Mr Desmond accused FII of acting in bad faith.

Mr Desmond described a telephone conversation with a senior figure in FII. "I said 'we have a deal. We have an agreement. We have over 50 per cent of the shares.'"

Mr Thierry Jacquillat, president of Pernod, has been in the increasingly crowded courtroom along with most of the senior board members of both IDG and FII since the case began.

A number of witnesses remain to be called and judgment is not expected until the middle or end of next week.

Cattle's unveils terms of Rexmore furnishing deal

By Vanessa Houlder

CATTLE'S (HOLDINGS), consumer credit financier, insurance broker and curtain retailer, and Rexmore, fabrics supplier and distributor, yesterday announced terms of the merger of their soft furnishing retail outlets.

The merger, announced in July, of Cattle's Rosebys Curtains and Linens (RCL) shops and Rexmore's Waldmans shops will create a nationwide chain of 115 soft furnishing retail outlets.

The combined operation will

be acquired by Rosebys, a new company, which will be 80 per cent owned by Cattle's and 20 per cent owned by Rexmore, in line with the value of the assets contributed by each company.

In addition, Cattle's will make an interest-free loan to Rosebys which will finance a cash payment to Rexmore of up to £2.6m. This payment will compensate for any initial imbalance in the contributions of Waldmans and RCL to the profitability of Rosebys.

Banner Homes

Banner Homes Group reported pre-tax profits of £1.94m for the half year to June 30 against £445,000. An interim dividend of 1.1p is declared.

Holmes Protection buys US alarm systems group

By Andrew Hill

HOLMES PROTECTION Group, New York-based electronic security company listed in London, is to increase its annual recurring revenue by £11m (£5.4m), or about 28 per cent, with the \$35.5m acquisition of Dictograph Security Systems, US supplier of alarm systems.

Dictograph specialises in alarm systems for apartment homes, and about 65 per cent of its business comes from the residential sector. With the addition of Dictograph's 15,000 subscribers, Holmes' domestic business will increase from 5 per cent to about 35 per cent of turnover.

Some £2m of the cash purchase will be funded by a four-year interest-bearing note, and the balance in cash, financed through private placement of debt securities in the US.

Mr Brian O'Connor, Holmes chairman, said the additional subscribers - mainly in Maryland and New Jersey - would be added to 34,000 accounts already handled by the group's new central monitoring station

in Manhattan. The capacity of the station is 50,000, but Mr O'Connor said that could be doubled at a cost of only \$250,000.

Holmes plans to sell Dictograph's San Francisco business, raising about £2m to add to the £2m or so the group hopes to realise from the disposal of its own Miami operation. Holmes' Philadelphia branch, which the group had considered selling, may be kept on and integrated with Dictograph's business in the area.

Mr O'Connor said Holmes had yet to decide whether to retain Dictograph's franchising division, which handles 8,000 accounts across the US, through a network of 60 independently-owned dealers.

In the year to December 31, Dictograph's turnover rose to \$22.1m (\$26.5m), but pre-tax profits dropped from \$2.78m to \$1.89m, hit by the high cost of a national advertising campaign, since abandoned. In the first half of 1988, the group recovered to make \$1.49m on turnover of \$10.9m.

Elders IXL reports 72% profit increase

Elders IXL Limited continued to grow in the past financial year, increasing net operating by 72% to almost \$A685 million (£315 million). It has become one of only two companies in Australia to exceed \$A1 billion in pre-tax profit. And its revenue of more than \$A15 billion (£7 billion) is the highest of all Australian-based companies.

Other key highlights of the June 30 year included:

- earnings per share increased 31% to 47.8 cents;
- 1-for-5 bonus issue;
- dividend up 46%;
- debt levels reduced by 55%, cutting debt to equity ratio to 0.32:1.

Excellent performances by the Brewing and Agribusiness Groups contributed to the profit growth, while the Finance Group maintained its profit level, despite the adverse effects of the October 1987 stockmarket falls. The introduction of segmental reporting showed Brewing contributed 45% of pre-tax profit, Agribusiness 13%,

Finance 8%, Resources 4% and investment and other income 30%. The results reflect Elders' substantial success in internationalising its operating businesses. They provide a strong base for future growth.

OPERATING HIGHLIGHTS

Brewing Group

All three operating businesses - Carlton in Australia, Courage in the United Kingdom and Carling O'Keefe in Canada - substantially improved their performances. The result of each was well above budget. Demand for the global brand, Foster's Lager, is now growing at an unprecedented rate with worldwide sales in its centenary year increasing by 20%. It is now the third most popular lager in the United Kingdom, distributed through 20,000 outlets.

Exports to the important USA and Asia-Pacific markets rose by 40% and new growth markets were established in continental Europe. A 50/50 joint venture with the Hudson Conway Group created the Courage Pub Company and released £875 million for investment. Strategic interests were acquired in Scottish and Newcastle Breweries PLC and Greene King and Sons PLC.

Agribusiness Group Through further international expansion and integration of its activities, the Group capitalised on the best agricultural trading environment in

recent years. It recorded good results from all core businesses, particularly Elders Pastoral in Australia. Elders Grain Division returned excellent results and completed major acquisitions in Canada and the USA, where it ranks as the tenth largest grain handling and storage company.

The Wool Division performed well in its key activities of trading and processing wools. Performance of the recently acquired specialty fibres business in Europe exceeded expectations.

The Meat Division benefited from the acquisition of a meat processor in Iowa, USA. This effectively doubled the division's size, enabling it to become a major source of high quality beef for Japan, the EEC and other export markets.

Finance Group Elders Finance Group's result was satisfactory, given the effects of the stock market crash on the world's business and investment community. The Group continued to consolidate overseas operations which contributed 40% of its profits. Indeed, the improved performances in Asia, North America, UK/Europe and New Zealand reflect the success of the regionalised development strategy. The Group made several strategic acquisitions, including a real estate investment banking firm in the USA and Hong Kong broker, Greenwell Montagu (Far East), extending the international sharebroking network. It formed Elders Capital Partners Inc in the USA as a merchant banking and acquisition finance unit.

Elders Resources NZFP Limited In May 1988, Elders Resources more than doubled its size through a reverse takeover by New Zealand Forest Products. The resulting Elders Resources NZFP Limited, 42% owned by Elders IXL, is a substantial, integrated resources company, operating internationally. It ranks among the top 20 listed Australian companies and the top three in New Zealand. Elders Resources is now among the top ten gold producers in Australia.



Mr John D. Elliott, Chairman

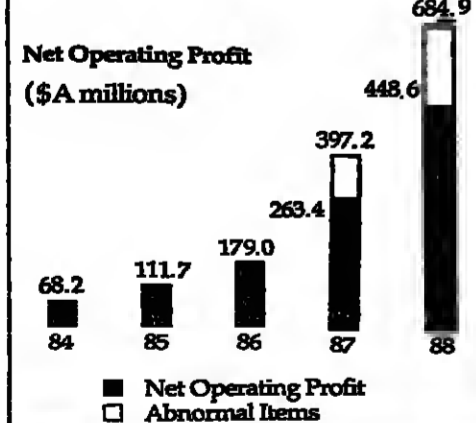
Strategic moves included an increased holding in diversified mining house, North Broken Hill Holdings, and increased stakes in Bridge Oil Limited and gold miner Mawson Pacific Limited. The company's North American group acquired controlling interests in twenty-six oil and gas wells.

Elders RESOURCES

Elders Investments Limited On 19 October, 1987 Elders Investments Limited was floated on the Hong Kong Stock Exchange, to create an entrepreneurial investment company with operations distinct from Elders IXL's core businesses. In spite of a losses due to write downs as a result of the stock market decline, the company's balance sheet is strong with net assets of US\$150 million (US\$3.90 per share), including US\$250 million of liquid assets.

OUTLOOK

Elders IXL is committed to excellent performance; to increasing profits and earnings per share for the benefit of all stockholders. With strong management teams in each of its businesses, Elders IXL is firmly positioned for further growth, both in Australia and around the world.



ELDERS IXL LIMITED RESULTS	30/6/88	30/6/87	% increase
Net operating profit before abnormal items	\$A600	\$A600	
Minority interests and preference dividend	(75,925)	(85,326)	
Net operating profit after tax and before abnormal items attributable to ordinary shareholders	448,616	263,415	+70%
Abnormal items	236,261	133,750	
Total net profit attributable to ordinary shareholders	684,877	397,165	+72%

FOR A COPY OF THE ANNUAL REPORT AND ACCOUNTS PLEASE WRITE TO: Elders IXL Limited, Wentworth House, 5 St James Square, London, SW1Y 4ET.



Lincat over £1m full year

LINCAT GROUP, designer and manufacturer of commercial catering equipment, produced a pre-tax profit of just over £1m for the year ended June 30 1988.

That exceeded the June floatation forecast of £975,000 and compared with £908,000, including an exceptional £63,000, made in 1986-87.

Turnover rose 63 per cent to £7.6m, reflecting continuing penetration of the expanding UK catering equipment sector both organically and through acquisitions, said Mr Martin Graddock, the chairman. Currently, that market was worth £200m annually, and Lincat held some 4 per cent, he said.

Profits rose at a lesser rate than turnover because of the

cost of integrating two acquisitions. They were Avamora, maker of bread buttering machines and vegetable peelers, and Corsair, producer of hot drinks dispensing equipment, mobile catering appliances and general equipment. There is no dividend. Had the company been quoted for full year the payment would have been 3.7p. Earnings were 10.1p (9.47p).

Jones up 19%

Jones Group, Dublin-based shipping, engineering, manufacturing and distribution company, lifted pre-tax profits 19 per cent from £1.55m to £2.15m (£1.85m) in the first half of 1988.

SPS expands by 33%

SPS CONSULTANCY Group, USM-quoted professional consultancy services company, specialising in space planning, interior design and project management, reported pre-tax profits up 33 per cent from £286,000 to £381,000 for the year to end-June 1988.

Turnover rose 51 per cent to £3.03m (£2.01m) and after tax of £184,000 (£66,000) earnings per

10p share worked through at 4.94p (4.4p). A final dividend of 1.5p (1.2p) makes a total of 2.55p (1.8p). Directors said the results showed a sound recovery from the disappointing level of 1987. The main feature was a considerable improvement in the core business of space planning services which increased from £280,000 to £408,000 pre-tax.

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UK COMPANY NEWS

Lloyds Chemists matches expectations with £4.94m

By Vanessa Houlder

LLOYDS CHEMISTS, the UK's second largest retail chemist and drug store chain, yesterday announced a sharp increase in pre-tax profits from £1.98m to £4.94m for the year to end-June. Turnover increased from £90.5m to £91.4m.

Declines in operating margins from 7.5 per cent to 6.7 per cent - was in part a result of the greater emphasis on drug stores, which tend to occupy more competitively priced sites and command lower prices. In addition, it reflected the lower margins initially achieved by acquisitions.

So far, 55 chemist stores have been refurbished as have 51 drug stores. The target is own label lines, which currently account for 19 per cent of sales in drug stores and 12 per cent in chemist stores, to rise to 25 per cent and 15 per cent respectively, said Mr Lloyd.

City group acquires Celestion Inds stake

By Nikki Tait

A GROUP of City-based investors, headed by Mr Charles Ryder, a former director of Barclays Merchant Bank and BZW Securities, has acquired a 29.9 per cent stake in Celestion Industries, the small clothing and loudspeaker manufacturer.

because of its existing "critical mass" of existing products, relatively strong balance sheet, and potential for development. He said that the aim was to build up a mini-conglomerate, based in consumer-related manufacturing, with products targeted at the upper end of the market.

MPs back Pittard's case

By Nikki Tait

POLITICIANS have added their support to Pittard's efforts to get the hostile £11m bid by rival leather group, Strong & Fisher, referred to the Monopolies Commission.

Involved in the Strong & Fisher bid. Some of Mr Ashdown's points as echoed by Mr Michael Grylls, a Conservative MP, who has also written to Lord Young, stressing the potentially damaging consequences for the future of small businesses.

Plantation Trust rejects opportunistic CDFC bid

By Ray Bashford

PLANTATION TRUST has rejected a takeover offer from CDFC, describing it as an opportunistic bid which undermines the group.

had opposed plans from the Plantation board put to shareholders at the last annual meeting. The purchase from Eastern Produce boosted CDFC's holding to 44.5 per cent.

The Coca-Cola Company Notice of Redemption

The Coca-Cola Company US\$ 100 000 000.-

11 1/2 per cent Notes due October 16, 1991

Notice is hereby given that pursuant to the provisions of the above-described Notes (the Notes) The Coca-Cola Company has elected to redeem all of the outstanding Notes on November 15, 1988 at the redemption price of 101 1/2% of the principal amount thereof, together with accrued interest to November 15, 1988.

On November 15, 1988 the Notes shall become due and payable. Notes should be presented and surrendered for payment together with all unmatured coupons, falling which the amount of the missing unmatured coupons will be deducted from the sum due for payment.

Coupons due on or before November 15, 1988 should be detached and collected in the usual manner.

On and after November 15, 1988 the date fixed for redemption, interest on the Notes will cease to accrue.

Dated: October 5, 1988

The Coca-Cola Company Atlanta, Georgia

Paying Agents: Union de Banques Suisses (Luxembourg) S.A. 38-38, Grand Rue B.P. 134, L-2011 Luxembourg

Union Bank of Switzerland 122 Leadenhall Street GB-London EC3V 4QL

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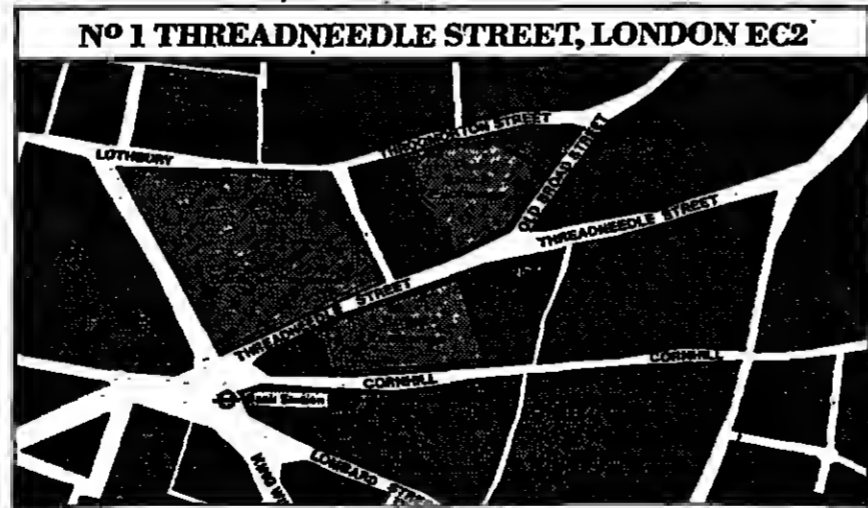
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Worth flying high for



Eagle Star Group, having acquired their new City headquarters in St Mary Axe, now offer the freehold of No 1 Threadneedle Street, London EC2, for sale.

Planning consent has been obtained for a new building of 55,000 sq ft net. The existing building comprises 40,000 sq ft net.



Further information may be obtained from:



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UK COMPANY NEWS

London and Manchester reports strong first half

By Nick Bunker

LONDON AND MANCHESTER Group, life insurer, has raised its interim dividend 13 per cent to 3.5p per share, and reported another boom in the growth of its residential mortgage portfolio, now standing at £451m.

It has also achieved its target of signing up 400 former independent insurance intermediary firms to act as exclusive agents for its products.

The 400 firms have about 1,600 individual sales staff between them, while L and M has 1,000 home service agents selling policies and collecting premiums door-to-door from 400,000 industrial life policyholders. It has 41 residential estate agency offices intended to act as a conduit for mort-

gage and insurance sales.

L and M has given no indications about likely profits for the full year. The chief interest for the City in yesterday's announcement lay in L and M's impressions of how new business production had been fairing since the end of a strong first half to June 30, which saw the group boost new annual premiums 57 per cent to £19.2m.

Mr Tom Fyne, finance director, said this pattern of growth had continued into the third quarter, with particularly strong sales of group pensions. New group pension business more than doubled from £2.4m to £5.9m during the period under review.

Leucadia ups Cambrian stake

By Nikki Tait

Leucadia National Corporation, a quoted New York-based company with interests ranging from insurance and banking to real estates and manufacturing, continues to pick up shares in Cambrian & General, UK investment trust.

Further 600,000 shares, taking its total holding to 7,063m ordinary shares or 15.47 per cent. It first declared a stake - then just over 8 per cent - in August. The largest shareholder in Cambrian is the Securities and Exchange Commission, which holds almost 55 per cent of the capital shares and 12.68 per cent of the ordinary.

Yesterday Leucadia announced it had acquired a

Telephone Rentals sees no benefits

Hugo Dixon details the arguments in C and W's £284m hostile bid

WHEN YOU enter Telephone Rentals' headquarters in Bletchley, Buckinghamshire, you are immediately struck by the array of wooden boards with gold letters recording the names of employees who have spent more than 20 years with the company.

The company has promoted an ethic of staff loyalty since its foundation in 1902, has had only four chairmen and, even today, almost a quarter of its employees have completed more than 20 years' service.

It is the fear that the company will lose its independence that weighs most heavily with the management as it fights a hostile £284m bid by Cable and Wireless, international telecommunications company.

And it is the feeling that Telephone Rentals has a perfectly viable strategy for the future, nothing to do with C and W, that Mr Gus Moore, managing director, is expressing when he says: "We're not just a little telephone company that can do wonders for C and W."

Mr Moore is not challenging the commercial logic of the bid from C and W's point of view. The City has been sold on the argument that access to the 20,000 businesses which Telephone Rentals supplies with telephone exchanges could do wonders for Mercury Commu-

nications, the C and W subsidiary which has spent £600m developing a rival telecommunications network to British Telecom and is now looking for customers.

However, he argues that his company is not getting anything in return. Furthermore the price of 360p per share is nowhere near what the company is worth to C and W, as evidenced in Telephone Rentals' closing price yesterday of 342p.

In the view of Mr Gordon Owen, Mercury's managing director, however, the share price is only as high as it is because the market is expecting a counter-bidder. He adds that the offer, which works out at almost 22 times 1987 earnings, is "jolly generous" given the company's flat earnings performance in recent years. Earnings per share declined from 13.7p in 1988 to 12.9p in 1986, although they picked up to 14.1p last year and analysts expect a further boost this year.

The company was due to report interim results yesterday but has delayed their release for inclusion in the defence document.

Mr Moore replies that the poor performance was the result of a need to restructure the business following the liberalisation of the market for telecommunications equipment



Gordon Owen

in the early 1980s. Its traditional business, renting inter-urban telephones or intercoms, evaporated, but the company was slow to move into the new business of renting and maintaining high-technology telephone exchanges because suitable products were not available. The company does no manufacturing itself.

Nevertheless, adds Mr Moore, Telephone Rentals has been successful in establishing itself in the highly competitive market for renting telephone exchanges and this is about to be proved by higher profits. The flat profits of the mid-1980s were the result of large investment in new equipment and the government's ending of 100

per cent capital allowances.

And, according to Moore, the company has an exciting expansion strategy. It has built up data communications, mobile telecommunications, telex, on-site paging, security and time-control businesses alongside its telecommunications business. Businesses have also been set up in Australia, France, the US, Canada and South Africa with the aim of taking advantage of the wave of liberalisation sweeping through worldwide telecommunications markets.

"All these strategies would be enhanced by being part of a group which has a network operator in it," is Mr Owen's response.

At home Telephone Rentals would benefit because its salespeople would be able to offer customers access to Mercury's modern all-digital network. There would be similar benefits abroad from linking customers to the "global digital highway" that C and W is developing for international telecommunications traffic.

However such a relationship, says Mr Moore, would harm Telephone Rentals' business by compromising its independence. It would no longer be able to give customers disinterested advice about which network operator with which they should deal.

Maintaining the company's independence was also important for motivating staff. "Being a division of a division is not our idea of the future; it is not what drives us out of bed in the morning."

Mr Owen replies that Telephone Rentals has nothing to worry about because C and W wants to run it as a separate business - indeed, for regulatory reasons, it has to. He also questions Telephone Rentals' reasons for being so keen on independence. "When you start talking about independence, you are normally talking about the management which wants it, not the shareholders."

COMPANY NEWS IN BRIEF

CATALYST Communications: Recommended offer from Holmes and Marchant's bid unconditional on acceptance of 14.7m shares (70.6 per cent). Offer remains open.

GREENALL WHITLEY: is forming Cheshire Vineyard to develop wine sales in the expanding North and Midlands markets. Mr Norman Keah is managing director.

JERMYN INVESTMENT: Michael Birchall is buying 386,624 ordinary shares in a property investment at £3 each from a subsidiary of British Commonwealth Holdings. Mr Birchall and his family will own 20 per cent of the capital enlarged by the rights issue.

MICROSYSTEMS: Maggitt owns 91.57 per cent and declared offer unconditional.

Outstanding balance will be acquired compulsorily.

WAGON INDUSTRIAL Holdings: has sold Bolt and Nut Co (Tipton) to BNC, a new company owned by Mr Robert Shearsby, managing director of Bolt and Nut. Consideration is the equivalent of the book value of the assets at September 30 1988 - about £70,000.

WHITEGATE LEISURE: is buying the residential and nursing homes of Land Leisure for £7m, satisfied by £4m cash and the balance in convertible redeemable preference shares with an effective conversion price of 30p per ordinary. The homes are in Nottinghamshire and Derbyshire and provide a core business on which we can build," said Mr James Naylor, chief executive of Whitegate. Shareholders need to approve a deal.

Yearling bonds fall

The interest rate for this week's issue of local authority bonds is 11.4 per cent, down 1/2 of a percentage point from last week, and compares with 10 1/2 per cent a year ago. The bonds are available on October 18 1988. A full list of issues will be published tomorrow's edition.

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The Company has made a 1 for 5 scrip issue of Warrants to existing shareholders. Each Warrant gives the right to subscribe for one ordinary share in the Company at 50p any month between November 1988 and March 1989.

Application has been made to the Council of The Stock Exchange for the Warrants to be admitted to the Official List. Copies of the listing particulars containing details of the Warrants are available in the Exol Statistical Service and copies may be obtained during normal business hours until 14 October 1988 from the Company Announcements Office at 48-50 Finabury Square, London EC2A 1BD and during normal business hours on any weekday (Saturdays excluded) until 28 October from:

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235 285	Am. Int. Ind. Ordinary	250	0	8.7	3.7
235 285	Am. Int. Ind. Ord.	250	0	10.6	4.3
40 25	Armitage and Rhoads	37	0	0	0
37 57	Bank Group (USM)	38	0	0	0
171 125	Bank Group	38	-1	2.1	1.6
115 100	Bank Group Conv. Pref.	115	0	3.3	1.9
148 126	Bay Technology	126	0	4.2	2.8
114 100	Broadfield Conv. Pref.	112	-1	5.2	1.1
287 246	CD Group Ordinary	246	0	11.0	9.9
165 124	CD Group 11% Conv. Pref.	165	0	12.3	13.4
151 129	Carbo PLC	112	0	14.7	10.7
113 100	Carbo 7.5% Pref. Ord.	100	0	6.1	15.1
305 247	George Blair	247	0	10.3	3
112 60	Int. Group	60	0	22.0	7.2
118 87	Jackson Group (SD)	112	0	3.4	12.4
390 345	MultiMedia NV (AmstSD)	322	0	0	0
115 40	Rept. Justice	30	0	0	0
430 124	Scrivenes	112nd	0	7.5	6.5
280 194	Torbay & Carlisle	410nd	0	8.0	6.5
100 100	Torbay & Carlisle Conv. Pref.	100	0	7.7	13.6
96 56	Trust Holdings (USM)	80	0	10.7	10.5
115 100	United Europe Conv. Pref.	106	0	2.2	8.6
306 203	W.S. Yeates	306	0	8.0	8.0
		306	0	16.2	10.8

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Proposals for the merger are fully described in the document dated 27th September, 1988. If you have any queries, please contact the Merger Helpdesk on 0800 717111 (Free).

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Extraordinary General Meeting

I, the undersigned, being a member of The London Life Association Limited ("London Life"), hereby appoint the Chairman of the meeting See Note (1)

as my proxy to vote for me and on my behalf at the extraordinary general meeting of London Life to be held at Cinema 1, Barbican Centre, Barbican, London EC2Y 8DS at 12.00 noon on 19th October 1988, and at any adjournment thereof. I direct that my vote(s) be cast on the special resolution as indicated in the box below.

SPECIAL RESOLUTION

(Details of the resolution can be found in the circular to members and policyholders dated 27th September 1988)

Full Name _____
Address _____
Date _____ 1988

To facilitate the administration of the meeting it would be helpful if you would state your Preference Club membership number (or current policy number).

NOTES

(1) A member entitled to attend and vote at the extraordinary general meeting may appoint a proxy to attend and, on a poll, vote on his or her behalf. To appoint a proxy a person other than the Chairman of the meeting, delete the words "the Chairman of the meeting", and insert the full name and address of your proxy in the space provided and initial the alteration.

(2) To be valid this form of proxy and the power of attorney or other authority (if any) under which it is signed, or a notariably certified copy of such power or authority, must be deposited with the Secretary of London Life at the Registered Office (100 Temple Street, Bristol BS1 6EA) not less than 48 hours before the time appointed for the meeting or adjourned meeting.

(3) A proxy need not be a member of London Life. In order to represent you he or she must attend the meeting in person.

(4) Unless otherwise directed, the proxy will abstain or vote as he or she thinks fit.

(5) If you have any queries about this form of proxy please telephone 0800 717111 (free) and ask for the Merger Helpdesk.

For Against

Dated _____ 1988

Signature _____
Preference Club Number _____
or Current Policy Number _____

Handwritten signature: J. J. J. J. J.

FT UNIT TRUST INFORMATION SERVICE

AUTHORISED UNIT TRUSTS

Table listing unit trusts such as Abbey Unit Trust, Abbey Income, Abbey Growth, etc., with columns for name, manager, and other details.

Table listing unit trusts such as Asset Unit Trust, Asset Income, Asset Growth, etc., with columns for name, manager, and other details.

Table listing unit trusts such as Balfour & Co Ltd, Balfour Income, Balfour Growth, etc., with columns for name, manager, and other details.

Table listing unit trusts such as Bank of Ireland, Bank of Ireland Income, Bank of Ireland Growth, etc., with columns for name, manager, and other details.

Table listing unit trusts such as Best Investment Managers, Best Income, Best Growth, etc., with columns for name, manager, and other details.

Table listing unit trusts such as BNP Paribas, BNP Paribas Income, BNP Paribas Growth, etc., with columns for name, manager, and other details.

Table listing unit trusts such as British American, British American Income, British American Growth, etc., with columns for name, manager, and other details.

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LG INDEX LTD, 9-11 GROSVENOR GARDENS, LONDON SW1W 0BD

Prices taken at 5pm and change is from previous close at 9pm

CROSSWORD

Crossword puzzle grid with numbers indicating starting positions for words.

- ACROSS
1 The pull of the sea? No, the star (4,10)
10 At university group creates disturbance (5)
11 Contract with apprentices takes in artificial teeth (9)
12 Incorporate most of the structure (5,7)
13 In Germany, I among the others appear most prosperous (7)
14 Biblical lady leads religious books competition (9)
15 Briefly endorse liability limits first (9)
16 A profitable but artistically meretricious item - like an oven ring? (7)
17 Anxious future perhaps (5)
18 The way members first obtain revealing female entertainment (3-4)
19 Start a book (7)
20 Strangely creative: has left to stock up with provisions again (9)
21 Where professor sits in church to keep cool (5)
22 Denmark: greater diversification gives rise to professional food grower (8,8)
DOWN
2 Not drinking away, holding (5)
3 Famous weight lifted by newspaperman (5)
4 Train line used for shunting every third year (9)
5 Jockey's qualification (5)
6 Forced soldier to study old writing (9)
7 Accustom to Inchon river? (5)
8 Don't come in with car number registration (2,5)
9 Find out about resounding noise (9)
10 Echo that is confused, containing nothing but pain (9)
11 Soldier is unofficial, not uniform (9)
12 Painting comes down to earth; point taken (9)
13 Impertinence upset resolves traveller (7)
14 Make certain measure reliable (9)
15 In Greece I've found a donor (5)
16 Step on ladder reported twisted (5)
17 Hospital is in pleasant surroundings - a particularly suitable position (5)
18 Solution to Puzzle No.6,785

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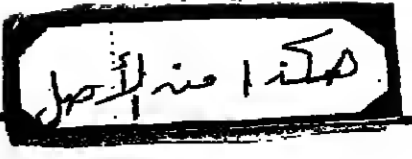
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GUIDE TO UNIT TRUST PRICING
The data included under the Authorised section of the FT Unit Trust Information Service is designed to improve the service to readers and to conform with new legislation.
These represent the market, administrative and other costs which have to be paid by new investors.
The price which units may be bought.
The price which units may be sold.
The maximum spread between the offer and bid prices is determined by a formula laid down by the government.
The offer price is normally set at a discount to the bid price.
The bid price is normally set at a premium to the offer price.
The spread between the offer and bid prices is normally set at 1.0% to 1.5%.

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FT UNIT TRUST INFORMATION SERVICE

Main table containing unit trust information with columns for company name, unit price, and other financial metrics. Includes sub-sections like 'INSURANCES' and 'OTHER UK UNIT TRUSTS'.

INSURANCES

Table listing insurance companies and their unit prices, including AA Friendly Society, British National, and others.

OTHER UK UNIT TRUSTS

Table listing other UK unit trusts such as British & Colonial, Edinburgh, and others.

Handwritten note: 10/12/88

FT UNIT TRUST INFORMATION SERVICE

Table of FT Unit Trust Information Service listing various unit trusts with columns for Name, NAV, and % Change.

Table of Other Offshore Funds listing various offshore funds with columns for Name, NAV, and % Change.

LONDON SHARE SERVICE

Table of London Share Service listing various share indices and funds with columns for Name, Price, and % Change.

Table of Money Market Trust Funds listing various money market funds with columns for Name, NAV, and % Change.

Blue chips easier as sterling advances

THE UK equity market was in a drab mood yesterday, with firmness in the pound bringing profit-taking in the international blue chips while rights issue worries discouraged the broader range of the market.

Account Dealing Dates table with columns for West Dealings, Online Dealings, Last Dealings, and Account Dept.

Equities were on the down-tack throughout the session and a rally which halved early falls was petering out towards the end of the day.

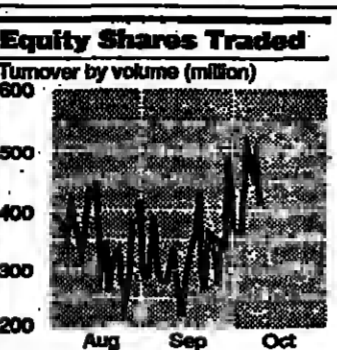
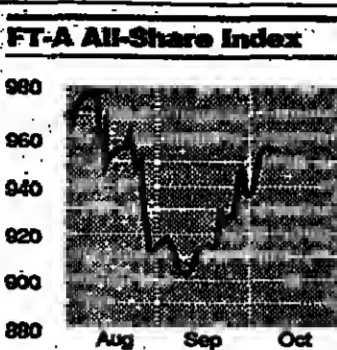
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Sears debate revives

Sears sprang to life after trading quietly over the last few days. In turnover of 28m shares the price rose sharply to 140 1/2p, a gain of 7% on the day amid a plethora of rumours and speculation.



aim, predicted that annual sales of the drug are more likely to be around £250m than the £500m-£700m forecast by some analysts.

Lourho refused to concede the leading role in the market's other current soap opera.

The rumours surrounding George Wimpey, the construction and house-building group, triggered another major upturn in the share price which closed 12 1/2% higher at 282p.

Another strong rise in Hawker Siddeley, 13 higher at 582p, appeared to reflect buying ahead of the trading statement, which comes in the next equity trading account.

International stocks had an uncertain day, with Glaxo falling 13 to 1089p and ICI losing 13 to 1024p as US interest disappeared.

Engineering stocks made a drab picture, as firms in the pound unsettled export sales prospects and some of the recent speculative froth was blown off.

There was a bout of selling of Becham shares as new doubts over the prospects for Cromakalm, its hypertension drug, surfaced in the market.

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APPOINTMENTS

Senior posts at Ward White Group

WARD WHITE is merging the retailing activities of A.G. Stanley, which comprises FADS, Decor 8 and Homecharm, into one retail division.

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FINANCIAL TIMES STOCK INDICES table with columns for Government Secs, Fixed Interest, Ordinary, Gold Mines, and S.E. ACTIVITY.

TRADING VOLUME IN MAJOR STOCKS table with columns for Stock, Value, and Price.

Other market statistics, including FT-Actuaries Share Index and London Traded Options, Page 31.

CHAMOTTE UNIE advertisement for SASEA HOLDING S.A. featuring Girozentrale and Bank der österreichischen Sparkassen Aktiengesellschaft.

LONDON SHARE SERVICE

AMERICANS - Contd

Table listing American companies such as American Express, American International Group, and American Overseas, with columns for stock price and other financial data.

CANADIANS

Table listing Canadian companies such as Alcan, Canadian National Railway, and Canadian Pacific, with columns for stock price and other financial data.

BANKS, HP & LEASING

Table listing financial institutions and leasing companies such as Bank of America, Citicorp, and Finance Trust, with columns for stock price and other financial data.

BEERS, WINES & SPIRITS

Table listing beverage companies such as Anheuser-Busch, Carlsberg, and Heineken, with columns for stock price and other financial data.

BUILDING, TIMBER, ROADS

Table listing construction and infrastructure companies such as Bechtel, Bovis Lend Lease, and Hochtief, with columns for stock price and other financial data.

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CHEMICALS, PLASTICS

Table listing chemical and plastic companies such as BASF, ICI, and Shell Chemicals, with columns for stock price and other financial data.

DRAPERY AND STORES

Table listing retail and drapery companies such as Debenhams, Debenhams Group, and Debenhams Retail, with columns for stock price and other financial data.

BUILDING, TIMBER, ROADS

Table listing construction and infrastructure companies such as Bechtel, Bovis Lend Lease, and Hochtief, with columns for stock price and other financial data.

ELECTRICALS - Contd

Table listing electrical companies such as British Energy, British Nuclear Fuels, and British Telecommunications, with columns for stock price and other financial data.

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ENGINEERING - Contd

Table listing engineering companies such as Balfour Beatty, Balfour Beatty Group, and Balfour Beatty Infrastructure, with columns for stock price and other financial data.

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INDUSTRIALS (Misc.) - Contd

Table listing various industrial companies such as British Airways, British Airways Group, and British Airways International, with columns for stock price and other financial data.

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LONDON SHARE SERVICE

Main table containing various market sections: LEISURE-Contd, PROPERTY, TEXTILES-Contd, TRUSTS, FINANCE, LAND-Contd, OIL AND GAS-Contd, MINES-Contd, MOTORS, AIRCRAFT TRADES, COMMERCIAL VEHICLES, COMPONENTS, GARAGES AND DISTRIBUTORS, NEWSPAPERS, PUBLISHERS, PAPER, PRINTING, ADVERTISING, SHIPPING, SHOES AND LEATHER, SOUTH AFRICANS, TEXTILES, TOBACCO, TRUSTS, FINANCE, LAND, INVESTMENT TRUSTS, FINANCE, LAND, etc. Each section lists company names, stock prices, and other financial data.

Table titled 'MISCELLANEOUS' listing various companies and their stock prices.

Table titled 'THIRD MARKET' listing companies and their stock prices.

NOTES: Stock Exchange dealing classifications are indicated to the right of security names... Includes details on price movements, dividends, and company news.

Table titled 'REGIONAL & IRISH STOCKS' listing regional and Irish stock prices.

Table titled 'TRADITIONAL OPTIONS' listing 3-month call rates for various sectors like Industrials, Property, and Oils.

COMMODITIES AND AGRICULTURE

Far East buying hits supply of small gold bars

By Kenneth Gooding, Mining Correspondent

REFINERIES world-wide are currently unable to meet demand for kilogram bars of gold, much favoured by investors in the Far East.

It is usually possible to get kilo gold bars from the refineries in two or three weeks. But at the moment they say this type of bar is not available until the middle of January.

Mr Baker said the recent fall in the gold price from \$450 a troy ounce to \$380 was sparked off by an Australian producer hedge selling.

He suggested, at a briefing for investment managers, that the unprecedented demand for kilogram bars illustrated the importance of Far East buying of physical gold in the current bear market for the precious metal.

He estimated that the major Far Eastern countries would buy about 1,169 tonnes of gold this year compared with 518 tonnes in 1987.

Twelve, which has been selling some of its official dollar reserves to gold, is likely to overtake Japan as the biggest buyer in the region with 380 tonnes against 87 tonnes last year.

Mr Baker said Hong Kong would also move ahead of Japan and increase gold bullion purchases from 132 tonnes to 377 tonnes.

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Zambian corporation lifts copper output

By Nicholas Woodworth in Lusaka

ZAMBIAN Consolidated Copper Mines, the country's state-controlled copper and cobalt mining corporation, has released much improved sales figures in its 1988 annual report.

In the financial year ending March 31 copper production rose to 473,084 tonnes from a 1987 figure of 470,982 tonnes and sales of the metal rose to 482,189 tonnes from a figure of 451,386 tonnes in the previous financial year.

Total revenue from sales climbed from 6.89bn kwacha (550m) in 1986-87 to K11.85bn in 1987-88 and soaring world prices allowed ZCCM to turn in a net profit this year of \$372m, compared with a loss of \$682m in the 1986-87.

The figures do not, however, accurately reflect the long-term production or profit trends in the Zambian copper industry.

In order to take full advantage of current high prices, which are not expected to last, ZCCM made unsustainable efforts to obtain the highest extraction rates possible.

Part of the increase over 1986-87 production was attributable to ZCCM's tailings leaching programme, which in reprocessing solids from old tailings dumps allows a rapid extraction rate.

In a move to maximise production ZCCM has also exploited its open-cast mining operations while neglecting overburden removal. This will now have to be attended to, with resulting production cuts.

Other factors now affecting production include laying off of expatriate staff as a result of the corporations' "Zambianisation" programme, a deterioration in mine and machine maintenance, and a shortage of foreign exchange to purchase vital spare parts.

ZCCM is permitted to keep only one third of its foreign exchange earnings.

Production for the first month of the current financial year has already suffered.

April figures totalled only 23,000 tonnes, 17,000 tonnes below set targets. But that was still 10,000 tonnes below target.

ZCCM is aiming for a total of 500,000 tonnes of copper for the current financial year. Because of production problems, however, some industry analysts have predicted the figure will be as low as 370,000 tonnes.

More generous estimates by independent analysts in Zambia put the total around 430,000 tonnes.

Ivory Coast defies logic on cocoa pricing

Nicholas Woodworth on the biggest producer's refusal to bow to market pressure

THE IVORY Coast is a country of minimal change. The equatorial temperatures vary by only three or four degrees, night and day, throughout the year, and the sun rises and sets at the same time every day.

Humidity remains always just about bearable. Even the nation's leader has remained in office for almost 30 years, a near-miracle in this politically volatile part of the world.

A remarkable example of the country's unchanging nature came last week at the beginning of the new cocoa season when President Houphouët-Boigny announced there was to be no change in the guaranteed price the national marketing board, the Caistab, pays Ivorian cocoa farmers for their produce.

Fricing policy is no small affair in the Ivory Coast, the world's largest cocoa producer. With one of the highest per capita GDPs in Africa, the country's wealth is built on cash crop exports - 40 per cent of foreign earnings come from cocoa and 20 per cent from coffee. About 80 per cent of these crops are produced by the nation's small farmers, whose welfare depends on guaranteed government prices.

Farmers had been anxiously awaiting a pricing policy announcement for months. Faced with global over-production, tumbling prices, and its fourth consecutive record crop, the Ivory Coast seemed to be headed towards a politically unpopular price reduction.

The arithmetic of today's cocoa market makes a price cut a logical choice. In local Ivorian terms, the world price of cocoa has now dropped to about 450 CFA francs a kilo, whereas it has remained at 700 francs. Of this amount 300 francs goes to transport and

RELATED hedging against recent producer sales sparked off a sharp fall in cocoa prices yesterday.

The downturn was seen first in the New York market but was quickly followed in London, where the March futures position hit the \$40 permissible daily limit at one stage.

Prices steadied later as speculators and traders covered short positions, but March cocoa still ended \$31 down on the day at \$772 a tonne.

Dealers said the hedging was principally against Malaysian, Ghanaian and Nigerian sales. The Ivory Coast has not been a seller recently.

What will be the consequences of Mr Houphouët-Boigny's decision to hold out for higher market prices while at the same time refusing to drop producer prices? Externally, the withholding policy has damaged the Ivory Coast's reputation as a reliable supplier. It has also kept world prices from dropping even further.

Domestically, the maintenance of producer prices has grave economic consequences in both the short and long term.

Because it has managed to sell cocoa at premium prices in the last few months, the Caistab estimates its deficit for the 1987-88 season will be between 70m and 80m CFA francs, 20 to 30 per cent lower than the previous season.

Partly because many traders had already sold forward, and partly because Ivorian cocoa is a premium product, the Ivory Coast since then has been able to sell about 150,000 tonnes at higher than market prices in the last two months alone.



President Houphouët-Boigny: choosing political stability over economic health.

modifications gave producers a better deal.

This ranks many consumer members, who maintain that the Ivory Coast's refusal to drop the ICCO price defence range to realistic levels and to pay its \$48m levy arrears to the buffer stock fund have been major factors frustrating negotiations on the accord.

No one, however, can ignore the fact that the Ivory Coast's decision to hold out for higher market prices while at the same time refusing to drop producer prices? Externally, the withholding policy has damaged the Ivory Coast's reputation as a reliable supplier. It has also kept world prices from dropping even further.

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This policy can only be of short-lived benefit, however. The 1987-88 cocoa season yielded an estimated 685,000 tonnes, of which 80,000 tonnes remain stocked in the Ivory Coast. Mr Bra Kannon says that the country has 800,000 tonnes storage capacity, while another 110,000 tonnes capacity could be made available by converting grain and rice silos.

This season's crop is expected to produce 700,000 to 750,000 tonnes. With the main crop due in November and December, and only 20 per cent of the total crop sold forward - normally at this stage of the season at least half is spoken for - it seems unlikely that the withholding policy can be physically maintained for much longer.

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the larger export deficit picture, a result largely of decreased cocoa sales, is taken into account.

Last December Ivory Coast succeeded in rescheduling its Paris Club debt, and in April received similarly generous rescheduling terms from its commercial London Club creditors. When the first interest payments came due in May, however, the Ivory Coast, complaining of low commodity prices, said it was unable to pay.

The result was that the IMF has suspended a standby agreement worth SDR 94m, and the World Bank has blocked approval of new loans totalling \$500m. It is understood that the Bank was prepared to approve the loans only if Ivory Coast lowered its producer prices.

Whether or not the World Bank now adheres to this prescription will be decided in future negotiations. What is certain, however, is that the maintenance of producer prices will not help Ivory Coast out of its deep economic trouble.

To make a profit at present world market rates Caistab would have to cut its producer price by 50 per cent. The World Bank, in a recent confidential report, advised that 10 per cent would be a politically and socially acceptable reduction. Not only would it reduce the Caistab's deficit, but it would also encourage farmers to move into non-traditional export crops - the only real solution for the Ivory Coast.

Neither alternative has proved acceptable to President Houphouët-Boigny, who seems to have chosen political stability over economic health. In the short term this may pay off, in the long term it could lead to more changes, none of them positive, than the country has ever seen.

Palm oil fund planned

MALAYSIA WILL launch a national fund to promote palm oil and to counter allegations by the American Soybean Association that it is unhealthy, reports Renter from Kuala Lumpur.

Mr Alias Ali, the Deputy Primary Industries Minister, said a Bill to be introduced in parliament next March would establish the fund, which is to be raised by the Government and the private sector.

The deputy minister said the Government would match industry contributions to the fund "dollar for dollar." He declined to specify how much money was hoped for.

"The amount will be sufficient to fight whatever campaign by whatever organisation," he said.

Weekly Metals

All prices as supplied by Metal Bulletin (last week's prices in brackets).

ANTIMONY: European free market, 99.6 per cent, \$ per tonne, in warehouse, 2,170-2,200 (2,180-2,210).

BISMUTH: European free market, min. 99.99 per cent, \$ per lb, in warehouse, 5.80-6.00 (5.85-6.15).

CADMIUM: European free market, min. 99.5 per cent, \$ per lb, in warehouse, 6.50-7.00 (6.50-7.00).

COBALT: European free market, 99.5 per cent, \$ per lb, in warehouse, 7.00-7.25 (7.05-7.30).

MERCURY: European free market, min. 99.99 per cent, \$ per 76 lb flask, in warehouse, 310-325 (same).

MOLYBDENUM: European free market, drummed molybdenum oxide, \$ per lb Mo, in warehouse, 3.48-3.52 (same).

SELENIUM: European free market, min. 99.5 per cent, \$ per lb, in warehouse, 9.25-9.50 (9.30-9.70).

TUNGSTEN ORE: European free market, standard, min. 65 per cent, \$ per tonne unit (18 kg WO), cif, 54-62 (same).

VANADIUM: European free market, min. 98 per cent, VO, cif, 5.90-6.20 (5.80-6.10).

URANIUM: Nuxeco exchange value, \$ per lb, UO, 14.15 (same).

West Bank olives under threat

By Andrew Whitley in Jerusalem

OLIVES, THE mainstay of the West Bank agricultural economy, are likely to become the next victim of the continuing unrest in the Israeli-occupied territory.

As the annual picking season gets under way, the military authorities in the West Bank have made clear that they intend to use the economic importance of the olive crop to local communities as a weapon in their efforts to restore Israeli control.

Adding weight to the threat is the prospect of a near-record crop this year for olive growers up and down the valley hills country which makes up the West Bank. After last season's paltry output - put at about 8,000 tonnes - officials from the military-run Civil Administration reckon that this year's yield could hit 130,000 tonnes.

According to the Civil Administration, no restrictions are either in force or being contemplated on the sale of olives and olive oil in the West Bank. Now are limitations planned on exports to the rest of the Arab world, via Jordan, an official said.

These assertions, however, are directly contradicted by Palestinian businessmen and by no less a figure than Major General Amrur Mizrahi, head of the Israeli Army's Central Command, the top-ranking officer in charge of putting down the ten-month-long uprising.

Owners of olive presses in the Nablus and Hebron districts say the Civil Administration is refusing to grant export licenses without a hefty down payment of JDr 10,000 (US\$2,000).

General Mizrahi, meanwhile, is on record as warning that, once the picking season gets into high gear next week, access roads to certain troublesome villages will be blocked off, preventing farmers from getting their crop to presses and preserving plants.

"We have already done it with grapes and plums," he told Israel Television, "and we'll do the same with olives where necessary."

In one, tragically incident a few weeks ago, villagers from Tall near Nablus, had all their olive presses burned by the army, following a failed attempt to smuggle figs to market across the hills.

Zimbabwe tobacco sales close after record year

By Tony Hawkins in Harare

ZIMBABWE'S 1988 flue-cured tobacco sales have closed after a record year in which the average leaf price rose more than 50 per cent. An estimated 113m kg of tobacco has been sold at an average price of 397 Zimbabwe cents (210 US cents) a kilogram.

Total grower revenue from tobacco is estimated at some \$247m - up 68 per cent on last year. The sharply higher prices reflect a much better quality crop than in 1987, along with some worldwide firming in tobacco prices.

Tobacco exports from Zimbabwe will exceed \$600m this year and replace 50m of the country's top export. In foreign currency terms, however, the price improvement is far less impressive. In Zimbabwe cents, this year's price average is more than double that achieved in 1987. But in US cents, the 1988 price is fractionally lower than that of 1987, 15 per cent higher than in 1986.

While growers are delighted with this year's outcome, they acknowledge that conditions are likely to be much tougher in 1989.

Profitability is expected to be sharply reduced next year as costs are rising very rapidly at present and average production costs in 1989 are likely to be at least 50 per cent higher than in the season just ended.

WORLD COMMODITIES PRICES

LONDON MARKETS

ZINC prices continued to rise on the LME yesterday against a background of good physical demand, falling stocks and constructive charts. The continued threat of an indefinite strike by Peruvian miners from October 17 also helped the firm tone, dealers said.

Three-month metal added \$1.50 a tonne, close at \$1,374 a tonne. Now that it has broken through \$1,350 a tonne, the three-month price is likely to test the record high of \$1,385 seen in June, chartists said. Copper prices also continued upwards, three-month metal hitting another sterling record in the afternoon after a surge of fresh speculative buying on Comex, where traders expect a further decline in warehouse stocks. The next few months are expected to see strong trading on both sides of the Atlantic as consumers scramble for material to cover their end-year requirements.

SPOT MARKETS

Crude oil (per barrel FOB) +0.05

Gold (per troy oz) \$406.25 +0.75

Silver (per troy oz) \$32.00 +0.10

Platinum (per troy oz) \$1,217.75 +0.10

COCOA 5/tonne

Dec 795 807 800 767

Nov 795 807 800 767

Dec 211.90 209.80 211.80 207.50

Nov 211.90 209.80 211.80 207.50

Dec 211.90 209.80 211.80 207.50

Nov 211.90 209.80 211.80 207.50

Dec 211.90 209.80 211.80 207.50

LONDON METAL EXCHANGE

Aluminium, 99.7% purity (5 per tonne)

Cash 2270-5 2280-40 2285 2290-5

Dec 211.90 209.80 211.80 207.50

Nov 211.90 209.80 211.80 207.50

Dec 211.90 209.80 211.80 207.50

Nov 211.90 209.80 211.80 207.50

Dec 211.90 209.80 211.80 207.50

LONDON BULLION MARKET

Gold (fine oz) \$ price

Cash 1190-700 1140-60 1180/1150 1150-800

Nov 1190-700 1140-60 1180/1150 1150-800

Dec 1190-700 1140-60 1180/1150 1150-800

Nov 1190-700 1140-60 1180/1150 1150-800

Dec 1190-700 1140-60 1180/1150 1150-800

Nov 1190-700 1140-60 1180/1150 1150-800

US MARKETS

IN THE PRECIOUS metals, gold and silver prices fell as the previous days rally, seemed to be overdone, reports Drewes Burmah Lambert. Gold lost 4.3 dollars and silver 14 cents. Copper had a choppy day with prices selling off early in the day, only to close up 180 points. In the soft, cocoa was the day's most active market. News came out about larger than expected Ivory Coast estimates. With that news, prices sank over 70 points. Volumes exceeded 7,000 for the day. Sugar prices rallied late in the day as some short covering was featured. Coffee trading was quiet. In light volume, meat prices were mixed. Like cattle and hogs fell slightly, pork bellies rose 35 as a slight correction was seen. The grain markets were mostly flat for most the day. Wheat Wednesday's crop report. Wheat futures posted the largest gain as a hedge Monday, crude oil prices saw some consolidation weakening slightly.

Nov 1190-700 1140-60 1180/1150 1150-800

Dec 1190-700 1140-60 1180/1150 1150-800

Nov 1190-700 1140-60 1180/1150 1150-800

Dec 1190-700 1140-60 1180/1150 1150-800

Nov 1190-700 1140-60 1180/1150 1150-800

Dec 1190-700 1140-60 1180/1150 1150-800

NEW YORK

Gold 100 troy oz: \$1907.00

Dec 1190-700 1140-60 1180/1150 1150-800

Nov 1190-700 1140-60 1180/1150 1150-800

Dec 1190-700 1140-60 1180/1150 1150-800

Nov 1190-700 1140-60 1180/1150 1150-800

Dec 1190-700 1140-60 1180/1150 1150-800

Nov 1190-700 1140-60 1180/1150 1150-800

CHICAGO

SOYBEANS 5,000 bu mtr cents/100b bushel

Dec 23.87 23.50 23.72 23.43

Nov 23.87 23.50 23.72 23.43

Dec 23.87 23.50 23.72 23.43

Nov 23.87 23.50 23.72 23.43

Dec 23.87 23.50 23.72 23.43

Nov 23.87 23.50 23.72 23.43

Handwritten note in a box: 12/10/88

NYSE COMPOSITE PRICES

OVER-THE-COUNTER

Nasdaq national market, 3pm prices October 11

Main NYSE Composite Prices table with columns for High, Low, Stock, Bid, Ask, and Change. Includes a detailed list of stock prices and a small explanatory text block at the bottom of the table.

Over-the-Counter table listing various stocks with their respective bid and ask prices. Includes a small explanatory text block at the bottom of the table.

AMEX COMPOSITE PRICES

4pm prices October 11

AMEX Composite Prices table listing stock prices from the American Stock Exchange. Includes a small explanatory text block at the bottom of the table.

Continuation of the Over-the-Counter table, listing additional stock prices.

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AMERICA

Profit-taking and dollar's decline lead to small loss

Wall Street

THE Dow Jones Industrial Average soon retraced yesterday from the new post-October crash closing high it had reached on Monday by a whisker, writes Janet Bush in New York.

low-through weakness in the dollar in reaction to last Friday's smaller-than-expected rise in the US non-farm payroll which was seen as providing evidence of a deceleration in economic growth.

recent weakness, technology stocks generally did well. International Business Machines added \$2 1/4 to \$118 1/4, Motorola gained \$1 1/4 to \$42 1/4 and National Semiconductor gained \$ 1/2 to \$10 1/4.

ASIA PACIFIC

Nikkei makes strong gain but volume remains weak

Tokyo

OVERNIGHT improvement on Wall Street helped Tokyo share prices rebound after a long weekend, but volume was disappointingly low, writes Michiko Nakamoto in Tokyo.

most actively traded issue at 45.4m shares, advanced Y39 to Y424.

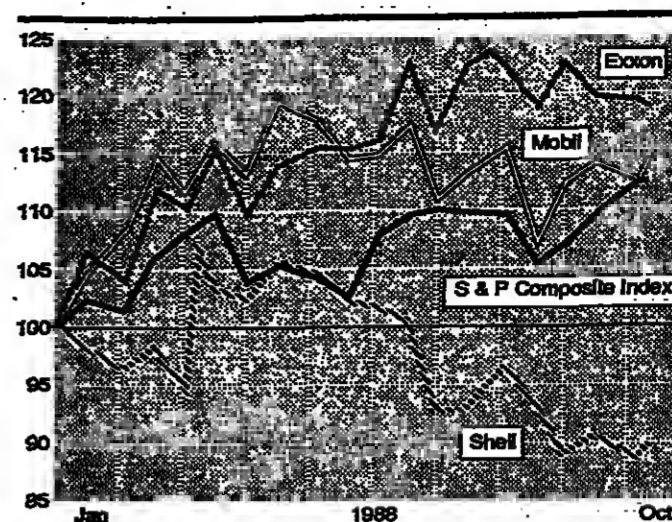
in undervalued stocks, following a spree of privatisation proposals for listed companies including Bond International, Li and Fung, and Nan Fung Textiles.

Oil sector's confidence survives instability

The unsteady price of crude has shaken but not harmed shares, writes Steven Butler

Oil prices are weak again, and have unsettled the shares of the leading international oil companies.

working into their models assumptions that North Sea Brent crude will average about \$15 a barrel in 1988 (against about \$12 currently) and roughly the same, or somewhat less, next year - a scenario that would probably produce flat earnings.



The exception of Texaco, shares in which received a substantial boost when it came out of bankruptcy proceedings.

makes good annual dividend payments as certain as they can be. The Exxon yield is currently running at 5 per cent while Shell Transport and Trade come to net 6 per cent.

EUROPE

Frankfurt and Paris take 'healthy' breather

A GENERALLY easier tone permeated European bourses yesterday in a breather from recent solid gains. Milan went against the trend again, rising in expectation of imminent political reforms, writes Our Markets Staff.

prevented a hostile raid. It ended steady at FF620 on 62,000 shares after climbing to FF628 and falling to FF612.

index closed 0.55 higher at 285.09.

announced a 27 per cent rise in eight-month profits and predicted a significant improvement in full-year figures.

index closed 0.55 higher at 285.09.



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Table titled 'FT-ACTUARIES WORLD INDICES' showing market performance for Tuesday October 11 1988 and Monday October 10 1988. Columns include National and Regional Markets, US Dollar Index, and Dollar Index. Rows list various countries and regions like Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Hong Kong, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, United Kingdom, and USA.